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of the Executive Board

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Draft summary of the work of the 2026 first regular session of the Executive Board

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Election of the Bureau and appointment of the Rapporteur

1. At the first part of the 2026 first regular session on 14 January 2026, the Board elected the members of the Bureau in accordance with the nominations put forward by the electoral lists, as follows:
 - Her Excellency Carla Barroso Carneiro, President of the Executive Board and Representative of List C (Brazil)
 - Mr José Javier Gorostegui Obanoz, Alternate Representative of List C (Chile)
 - Mr Roman Diatka, Vice-President of the Executive Board and Representative of List E (Czechia)
 - Mr Aleksander Michał Iwanicki, Alternate Representative of List E (Poland)
 - Her Excellency Josefa Leonel Correia Sacko, Representative of List A (Angola)
 - H.E. Mr Paul Emile Tshinga Ahuka, Alternate Representative of List A (Democratic Republic of the Congo)
 - Dr. Balaji Jujjavarapu, Representative of List B (India)
 - H.E. Mr Andreas von Brandt, Representative of List D (Germany).
 - Mr François Hirsch, Alternate Representative of List D (Belgium).
2. The Board appointed Ms Rocío Reyes (Dominican Republic) as Rapporteur for its 2026 first regular session.
3. At the second part of the session, held on 24 February 2026, the Board elected Mr Kim Hogyun (Republic of Korea) as Alternate Representative of List B.

Amendment of the adopted agenda

4. Introducing the item, the President recalled that the agenda for the 2026 first regular session had been adopted during part 1 of the session on 14 January. Subsequent discussions through the Executive Board Bureau had resulted in a revised agenda, which Board members were invited to adopt.
5. One Board member requested additional time for reflection on the agenda. The President adjourned the meeting to allow the Bureau to consult and seek consensus, in line with established Board practice.
6. Upon reconvening the session, the President confirmed that consensus had been reached on an additional adjustment to the proposed agenda. The convenor of List A read out a note verbale from the Government of Somalia, which conveyed a request that the Somalia country strategic plan for 2029–2030 be postponed to the 2026 annual session of the Board in order to allow additional high-level consultations to ensure the alignment of the CSP with updated national priorities, drought response frameworks and the latest humanitarian data.
7. The Deputy Executive Director confirmed that the postponement of the Somalia CSP would have no immediate operational implications. He indicated that, in accordance with the Board's decision, WFP would proceed with a budget revision and no-cost extension of the existing CSP.
8. The agenda was duly adopted, with all proposed amendments.

Current and future strategic issues

2026/EB.1/1 **Opening remarks by the Executive Director, including on overview of current and future opportunities and challenges for WFP**

9. Paying tribute to the work of the Executive Board on its 30th anniversary, the Executive Director outlined the challenges facing the humanitarian system at what was a decisive moment for the system and the people who depended on it. Globally, hunger was at alarming levels, with 318 million people facing crisis or worse levels of food insecurity, and 1.4 million in phase 5 of the Integrated Food Security Phase Classification – a fifteen-fold increase from 2019 and an indication of a rising risk of famine in 2026.
10. Conflict, climate shocks, economic turmoil and geopolitical polarization were trapping millions of people in hunger. At the same time, respect for humanitarian principles and international law was under increasing strain, with aid being politicized, humanitarian access restricted, and humanitarian workers targeted. WFP's mandate remained sharply focused on the delivery of life-saving assistance to people in need, whoever and wherever they were.
11. An exceptionally difficult year, 2025 had been marked by resource gaps and worsening access constraints, forcing painful reductions in assistance that affected millions of people. The organization had embarked on a comprehensive and ambitious change programme to adapt to the challenging global landscape, and the strategic plan for 2026–2029 would provide the road map to guide the organization forwards. As WFP expected the challenging trends continue in 2026, the Executive Director had laid out three priorities: resource mobilization and diversification; the use of innovative technologies, including artificial intelligence (AI); and duty of care to WFP personnel and beneficiaries. The Executive Director also noted that the contributions forecast for 2026 had been revised downwards to USD 6 billion and that the Programme Support and Administrative budget would be reduced by 10 percent.
12. Private sector engagement was growing, with the individual giving programme seeking to raise an annual USD 1.3 billion by 2030. Support from international financial institutions was also on the rise, with WFP aiming to double the USD 950 million raised in 2025 by 2028.
13. Work on innovation and digital transformation included the implementation of WFP's digital business transformation plan, and the use of AI and blockchain, which had generated cost savings of USD 47 million in 2025 and underpinned WFP's co-leadership in the development of a United Nations-wide integrated supply chain platform as part of the UN80 initiative.
14. Paying tribute to the unerring determination of WFP personnel to continue serving on the frontline of humanitarian work, the Executive Director reaffirmed WFP's commitment to its duty of care for its workforce and affected people, including through protection from sexual exploitation and abuse and sexual harassment (PSEAH). Condemning the arbitrary detention of 38 WFP employees in northern Yemen, she called on Member States to use their influence and diplomacy to protect humanitarian personnel from harm and defend humanitarian principles and access.
15. In closing, the Executive Director reiterated WFP's commitment to continuing its efforts to address the challenges and deliver solutions for vulnerable people and communities around the world.
16. Board members commended the Executive Director for her comprehensive, candid assessment of global needs and WFP's strategic direction, welcoming WFP's continued focus on saving lives while investing in resilience, innovation and recovery. Many speakers praised WFP's employees for their courage and professionalism in increasingly dangerous operating environments, including many high-risk settings. They highlighted WFP's technical and operational support for countries affected by conflict, climate shocks and rising food and

- fuel prices, and applauded the organization's agility in adapting to rapidly changing conditions.
17. Many Board members expressed strong appreciation for WFP's proactive pursuit of cost savings, including through enhanced partnerships and the use of technological innovation; its commitment to defending humanitarian principles; and its growing role as an enabler of nationally owned systems and programmes, including through national capacity strengthening and the promotion of locally led responses. Several speakers praised WFP's work on school meal programmes as a critical social safety net as well as anticipatory action and its partnerships with governments, international financial institutions and the private sector, including on initiatives such as rice fortification operations, home-grown school feeding programmes and climate resilient programming.
 18. Much of the discussion focused on resource constraints and WFP's response to them, with many speakers cautioning that the pursuit of cost-efficiency must not undermine programme outcomes, adherence to humanitarian principles or the protection of WFP's personnel and beneficiaries. Recognizing that funding shortfalls would require WFP to reduce the assistance it provided, many Board members emphasized the importance of prioritizing assistance for the most vulnerable people and communities, basing decisions on clear, transparent, principled and context-specific criteria; consultations with partners and Member States; and careful consideration of the trade-offs involved, with decisions communicated effectively to all the people affected. While encouraging WFP to continue its efforts to diversify its funding sources, including through innovative financing initiatives, the use of pooled funds and engagement with the private sector, many Board members also stressed the importance of flexible, predictable and multi-year funding in facilitating sustained humanitarian response, preparedness and anticipatory action, and called on donors to increase their flexible contributions.
 19. Many speakers identified areas where WFP should maintain its capacity, despite budgetary pressures. These included accountability, oversight and risk management, with a number of Board members encouraging further efforts to implement outstanding audit recommendations. The localization policy and work with host governments were also important, with members welcoming WFP's increasing focus on promoting national priorities and initiatives, rather than implementing its own programmes. Other areas singled out included the promotion of disability inclusion and gender equality, with several speakers expressing concern about the apparent decrease in these efforts; duty of care and protection, including from sexual exploitation and abuse; and cash-based assistance, which was a more cost-efficient modality than in-kind food assistance and should be used whenever possible.
 20. Frequent reference was made to the urgent need for reform, efficiency and coherence throughout the United Nations system, with strong support expressed for ongoing reform processes, including the UN80 initiative and the humanitarian reset, and for efforts to promote inter-agency data sharing and interoperability of systems. WFP was also called on to maintain its system-wide leadership in its areas of comparative advantage – including logistics, integrated supply chain management, emergency response coordination and the provision of common services – and to provide timely updates on progress to the Board.
 21. Respect for international humanitarian law and humanitarian principles were repeatedly framed as essential, with calls for stronger international diplomacy to protect humanitarian personnel and ensure access to people in need. Board members strongly condemned the continued detention of WFP employees in Yemen; other recent attacks on humanitarian workers, convoys, premises and assets in several countries; and the increasing politicization of aid. Several members emphasized the negative impact that the imposition of

international sanctions had on the ability of the affected countries to meet the needs of their populations.

22. Looking forward to continued updates and dialogue on the implementation of the strategic plan, progress in the United Nations reform initiatives and efficiency gains, several speakers sought additional detail on WFP's localization initiatives; data governance plans, including efficiency metrics, oversight mechanisms and data interoperability; the use of cash-based assistance; coordination with other United Nations agencies; and the ways in which WFP made prioritization decisions and communicated them at the country level, particularly when assistance was reduced. Expressing their countries' commitment to continuing to support WFP, Board members emphasized the importance of keeping them informed of any emerging issues and challenges.

Operational matters

Oral global overview on humanitarian needs and operational concerns and priorities

23. The Deputy Executive Director and Chief Operating Officer presented a sobering global overview: humanitarian needs were rising while funding had fallen by 40 percent. WFP had therefore been forced to prioritize even further, with cuts threatening to worsen the situation of 10.5 million to 14 million people globally in 2026. Threats to humanitarian access and staff safety were increasing, with more attacks on personnel, assets and supply chains. Thirty-eight WFP staff remained detained in northern Yemen, where operations had been paused since August 2025, and recent drone strikes had targeted WFP facilities and food deliveries in the Sudan and Ukraine. These incidents, along with bureaucratic impediments such as taxes on the road and river transport of humanitarian supplies in South Sudan and shifting front lines, continued to obstruct access to people in need. WFP's data footprint had shrunk by about 25 percent, reducing visibility on needs and vulnerabilities.
24. The Deputy Executive Director reviewed the most concerning food insecurity and malnutrition emergencies, including in Afghanistan, the Democratic Republic of the Congo, Haiti, Mozambique, Myanmar, the Sahel, Somalia, South Sudan, the State of Palestine, the Sudan, the Syrian Arab Republic, Ukraine and Yemen. He cited challenges faced by affected people and by WFP, including major access challenges and heightened danger to humanitarians. Specific examples included growing concerns over a potential escalation in hunger in Somalia, enduring access challenges in the Sudan (especially in Kordofan), drone attacks and freezing temperatures in Ukraine, and a fuel crisis in Mali. In relation to the Gaza Strip, people were still living in brutal conditions and WFP had struggled to replenish food stocks, as only 25 percent of WFP trucks scheduled for delivery had been offloaded in Egypt in February, and the crossing from Jordan was restricted.
25. Despite these constraints, WFP teams had continued to deliver. WFP had expanded assistance in Darfur, mounted a significant flood response in Mozambique, and increased local procurement to enable programme continuity in Haiti. The 2025 food security assessment in the Syrian Arab Republic had showed modest improvements, but more than 80 percent of families were still unable to meet their basic food needs consistently.
26. WFP continued to invest in anticipatory action, school feeding and resilience. Examples included anticipatory cash assistance in Guatemala, strengthened social protection systems in Malawi and expanded home-grown school feeding in Togo. Innovations were being used in front-line operations with a view to increasing impact and reducing costs. Adaptation alone was insufficient, however, without stronger political support for humanitarian access, respect for international humanitarian law and increased flexible funding.
27. The five regional directors then reported on their areas. In Western and Central Africa, WFP had reached 30 percent fewer people in 2025 than in 2024. The Sahel had been largely overlooked by donors despite escalating conflict, displacement and malnutrition.

Nevertheless, investments in resilience-building, as in Chad where nearly 400,000 people had participated in resilience and asset creation activities, had demonstrated strong returns when financing was sustained. In the Middle East, North Africa and Eastern Europe, nearly 34 million people were acutely food insecure. Prioritization decisions put 220,000 refugees in Jordan and 250,000 people in Egypt at risk of losing support. Food assistance played a stabilizing role, and cuts could undermine social cohesion and regional stability. In Ukraine, recovery investments continued, including rehabilitation of agricultural land to enable families to resume farming, although needs remained high along the front lines. In Latin America and the Caribbean, WFP's work on both humanitarian assistance and national systems strengthening was evident. In Haiti, WFP had reached 2.7 million people with food and remittances in 2025 and supported 650,000 children through school meals. In Colombia, it had assisted 40,000 people affected by floods. Preparedness and pre-positioned stocks ahead of Hurricane Melissa had enabled rapid responses in Cuba, the Dominican Republic, Haiti and Jamaica. WFP was also piloting regional logistics operations to provide air, sea and land transport, fuel storage and fleet maintenance services to the broader humanitarian community. The Eastern and Southern Africa region accounted for about 37 percent of the world's acutely food-insecure population, particularly in Somalia and the Sudan. Nonetheless, there were positive developments, including host government investments, 350,000 children a month reached with school meals in relatively stable areas of eastern Sudan, and innovative blended finance initiatives to support resilience. In Asia and the Pacific, conflict, climate change and economic downturn were driving food insecurity, malnutrition and marginalization. Yet there were positive signs: host governments were increasingly financing their own school meal programmes, with WFP transitioning to a support role, and in Afghanistan although malnutrition was surging, resilience gains were evident; previously supported land rehabilitation projects were enabling multiple annual harvests for both consumption and sale.

28. Board members deplored the worsening humanitarian situation, the scale of acute food insecurity and famine, and obstacles to aid delivery. They strongly condemned attacks on humanitarian workers, premises and convoys, as well as the detention of humanitarian workers. Respect for international humanitarian law was underscored as both a legal obligation and an operational necessity, with calls for stronger advocacy, accountability and humanitarian diplomacy. Some members offered to engage diplomatically in support of WFP. They also acknowledged the professionalism and courage of WFP staff operating in extreme insecurity.
29. Members expressed grave concern about funding shortfalls and called for increased humanitarian financing. Flexible, unearmarked funding was essential for preparedness, anticipatory action, rapid response and effective prioritization. While recognizing the necessity of hyper-prioritization, some feared that it could divert resources from prevention, early action and resilience-building, which were described as more cost-effective in the long term, as well as from disability inclusion, localization and PSEAH. Transparency, needs-based decision-making and clear communication, including with the Board, were emphasized. Some members encouraged alignment of country-level prioritization frameworks with one another and with United Nations-wide approaches.
30. There was strong support for United Nations reform, with calls for WFP to leverage its scale and leadership to reduce duplication, increase data sharing and interoperability, and enhance operational coherence. Several members commended WFP's system-enabler role, particularly through the United Nations Humanitarian Air Service (UNHAS) and system-wide logistics services. Deeper operational partnerships with other United Nations entities, notably the United Nations Children's Fund (UNICEF) and the Office of the United Nations High Commissioner for Refugees (UNHCR), were encouraged, especially on data interoperability, targeting and responses to displacement.

31. Members praised WFP's focus on innovation and its strategic plan for 2026–2029. Concerns were raised, however, regarding the audit findings in the Democratic Republic of the Congo; WFP was urged to ensure swift, rigorous and transparent implementation of the recommendations. Additional information was requested on funding projections, conflict prevention, assistance provided to Syrian refugees in Jordan, progress on localization commitments, concrete examples of PSEAH implementation amid resource constraints, and coordination with UNHCR.
32. In response, management stressed that hyper-prioritization required careful communication with affected communities to mitigate tensions when assistance was reduced. Disability inclusion was unlikely to be affected by the prioritization, as it had been mainstreamed across the programme cycle. On PSEAH, management highlighted strong escalation protocols, mandatory partner reporting clauses, community feedback mechanisms and inter-agency coordination. Regarding the audit in the Democratic Republic of the Congo, a corporate-level task force was overseeing implementation, with initial recommendations targeted for closure by 31 March and full implementation by 30 June 2026. Management also described close collaboration with UNHCR through joint field visits, data-sharing and joint skills-mapping to connect returnees with employment opportunities.

Other business

Oral update on the UN80 initiative

33. Describing the UN80 initiative as a response to the shifting global political and funding landscape, management provided an update on progress made under UN80 workstreams and the humanitarian reset, emphasizing that the reforms were aimed at increasing impact rather than reducing costs. The humanitarian clusters had been reduced to eight, and the 2026 global humanitarian overview included, within the broader appeal, a hyper-prioritized appeal of USD 23 billion to assist 87 million people. Together with UNHCR and the United Nations Secretariat, WFP had launched the UN Services Hub, building on established WFP platforms such as the UN Fleet and UN Booking Hub. WFP was leading or co-leading work on data and digital interoperability, including beneficiary identity management, deduplication and data exchange, while developing shared metadata standards with partner United Nations entities. Progress was also reported in AI-enabled applications supporting transport-routing, anomaly detection and risk-flagging. An inter-agency working group on connectivity had been launched to harmonize information and communication technology infrastructure, while work continued on pooled funding, coordinated humanitarian diplomacy and the reconfiguration of United Nations country teams. The integrated supply chain was among the most advanced UN80 workstreams: a multi-agency steering committee had been tasked with its governance and was developing coordinated procurement strategies for relief items. Stronger top-down encouragement was needed to ensure broader uptake of the integrated supply chain.
34. Board members welcomed the update, emphasizing that the reforms should aim at strengthening implementation capacity and enhancing the impact of the United Nations system. They noted that WFP's strengths in supply chains, logistics, data systems and multipurpose cash positioned it as an important enabler of system-wide reform. They encouraged WFP to empower resident and humanitarian coordinators to drive implementation at the country level. Some members encouraged WFP to share evidence on the cost-efficiency of its supply chain and use it to promote system-wide uptake of the integrated supply chain.

35. Members praised the strategic dialogue held earlier in the week and looked forward to further proposals for system-wide reform, accompanied by information on the related costs and the potential impact on WFP operations and institutional capacity. One member remarked that common reporting standards could help reduce bureaucracy and eliminate duplication.
36. Several members said that progress needed to accelerate, recalling that reconfiguration of United Nations country teams and establishment of a common back office had been agreed years earlier. They asked about the obstacles delaying implementation and how Board members could help remove them. There were also calls for more frequent updates on progress, including timelines, action points and areas requiring Board support. WFP was encouraged to continue offering services to other United Nations entities and, where appropriate, use the services provided by others. The Rome-based agencies were urged to exemplify such inter-agency collaboration; members asked for examples of their successes and challenges.
37. Localization was highlighted as a core UN80 principle. The integrated supply chain model and common services should also strengthen national capacity and local ownership and promote meaningful partnerships with grassroots and women-led organizations, national institutions and local markets. One member requested further information about the evaluation of WFP's local and regional procurement policy.
38. Several members stressed the need to safeguard programme implementation while reforms were pursued. Some said that protection, gender equality, disability inclusion, cash-based transfers and climate considerations should not be disproportionately affected. Members also underscored the importance of preserving strong governance, risk-informed decision-making, evaluation and oversight.
39. Reiterating that pooled funds remained valuable but were complementary to bilateral funding, members stressed that predictable, flexible and timely financing was essential for preserving efficiency gains and avoiding more expensive delivery modalities. They also emphasized the importance of data interoperability and evidence-based decision-making. Questions were raised regarding the allocation of responsibilities under the Humanitarian Compact and WFP's role in specific work packages.
40. In response, management clarified that 80 percent of WFP suppliers were local, including retailers, transporters and warehouse operators. Delays in implementing a common back office were attributed primarily to the use of differing enterprise resource planning systems, but an implementation road map was under development. WFP's supply chain was 20 percent cheaper owing to its economies of scale and strong local knowledge enabling effective negotiation. Regarding the Humanitarian Compact, WFP remained actively engaged in relevant working groups and contributed operational expertise even when it did not lead a specific work package. On the United Nations country team reconfiguration, WFP had reviewed its own footprint and was actively supporting the reconfiguration process, in accordance with the principle that the composition of the team should be demand-driven and guided by the United Nations cooperation framework and what each agency could contribute.

Oversight functions

2026/EB.1/2 Summary report on the evaluation of WFP's Supply Chain Strategic Road Map (2022–2025) and management response

41. Summarizing the evaluation findings, the Director of Evaluation said that the road map had preserved WFP's core supply chain functions while enabling WFP to become a leader in emergency response, system strengthening and service provision to the wider humanitarian community. The evaluation identified measurable efficiency gains through the supply chain.

Despite investments for improved data availability and efficiency, systems remained fragmented, limiting visibility and interoperability. Coordination between programme and supply chain functions was inconsistent, and corporate reporting did not fully capture contributions to national system strengthening, localization and programmatic outcomes. Management presented its response to the four evaluation recommendations, all of which were accepted, and outlined plans to develop an interim supply chain and delivery strategy for 2026 and a comprehensive strategy in early 2027.

42. Board members acknowledged the supply chain as the backbone of humanitarian delivery and highlighted achievements under the road map, including expanded operational reach, improved timeliness, enhanced food safety and quality, increased cost efficiency and greater investment in institutional tools. Members noted that WFP had reached substantially more beneficiaries despite increasingly complex crises and constrained resources. Some advocated promoting this positive narrative to attract additional public and private funding.
43. Members emphasized the link between national system strengthening, resilience and operational efficiency and preparedness. They noted that investments in national supply chains, local procurement and partnerships with domestic actors generated operational efficiencies, long-term development benefits and cost savings, with some calling for greater investment in the transfer of technical supply chain expertise and in government capacity strengthening. Local and regional procurement stimulated markets and supported farmers, although concerns were raised regarding implementation barriers, including funding cuts, and the impact of short-term, unpredictable financing on long-term planning in general.
44. Members agreed with the need for an operational supply chain strategy. Key issues to be addressed included the absence of a country-level implementation and dissemination framework and limited guidance on managing operational trade-offs, fragmented systems, inadequate interoperability and insufficient workforce capacity. Members also requested measurable key performance indicators with timelines, improved reporting of results and clear governance frameworks for technology and innovation investments. Alignment with broader United Nations reforms was also essential.
45. Members highlighted the importance of the systematic integration of cross-cutting priorities and innovation into supply chain operations, including gender equality, protection, environmental sustainability, digitalization and AI. They requested further information on the country level factors that would facilitate the implementation of a future strategy; alignment with United Nations-wide supply chain platforms and the key risks to monitor; and the status of the global humanitarian hub in Guangzhou, China.
46. In response, the Office of Evaluation said that critical enabling factors included practical guidance, digital tools and stronger analytical capacity. The evaluation recommendations aimed to strengthen governance frameworks and platform interoperability to help WFP to lead the integrated supply chain initiative. At the country level, there was substantial evidence of supply chain contributions to national capacity strengthening, but it was underreported at the corporate level. There was also extensive evidence of the benefits of local and regional food procurement.
47. Thanking Board members for a rich and constructive exchange, the Assistant Executive Director, Programme Operations Department commended the evaluation team for their valuable work, which would inform the development of the new supply chain and delivery strategy and WFP's work in relation to initiatives such as UN80.

Operational matters (continued)

2026/EB.1/3 Armenia country strategic plan (2026–2030), including evaluation results and recommendations from summary evaluation report in item 6 d) 1)

48. The Director of Evaluation presented the evaluation of the country strategic plan (CSP) for Armenia for 2019–2025, which had found the CSP to be relevant and well adapted to the evolving needs in the country. While most CSP activities had shown high levels of achievement, the evaluation team had found room for improvement in areas such as monitoring, nutrition support, inclusion and staffing and proposed five recommendations for addressing those gaps.
49. The country director presented the CSP for 2026–2030, which had been informed by the evaluation of the CSP for 2019–2025 and developed through extensive consultations with the Government of Armenia, the Board, donors, United Nations partners and local stakeholders. The new CSP was aligned with the Government of Armenia's strategic priorities and the United Nations Sustainable Development Cooperation Framework (UNSDCF) for 2026–2030. It reflected a transition in WFP's role in Armenia, from that of implementer of its own programmes to that of an enabler and advisor, supporting the institutionalization of national tools, systems and programmes. The two CSP outcomes focused on strengthening the country's emergency preparedness and response capacity and expanding the national school meal programme in Yerevan, including through transformative home-grown school feeding. The CSP also encompassed resilience and social protection, with a focus on early handover.
50. Board members welcomed the new CSP, commending its clarity, strategic direction and coherence with national programmes and priorities, and the comprehensive and future-oriented approach that it reflected, centred on a responsible transition to national systems. The CSP was described as mapping out a credible route for WFP's evolution from an implementing to an enabling role, and particular appreciation was expressed for the CSP's focus on strengthening national emergency preparedness and response capacity, building resilience, consolidating national school meal and other social protection systems, and fostering sustainable national and local food systems.
51. Encouraging WFP to continue its work in these areas, Board members emphasized the importance of promoting localization and building resilience at the community level, particularly in border and other areas vulnerable to climate-related and other shocks. This would require partnerships and capacity strengthening with local actors, including institutions, and cooperation with other partners, particularly the Rome-based and other United Nations entities.
52. Board members sought greater clarity regarding WFP's risk analysis, particularly in regard to the country's exposure to earthquakes, socioeconomic shocks and regional geopolitical instability, and the plans for addressing the risks identified and for strengthening preparedness and response measures at the community level. There were also calls for clearly defined road maps for a transition towards the handover and national ownership of programmes, with milestones, monitoring indicators and safeguards for avoiding gaps in support while WFP gradually reduced its operational presence. Speakers also emphasized the need to maintain emergency response capacity throughout the transition period and to continue supporting vulnerable groups, such as refugees, other displaced people and low-income households.
53. Thanking Board members for their support and feedback, management provided further insight into the points raised. For responding to largescale earthquakes and other shocks, WFP had developed contingency plans that were in line with national disaster risk management systems and would inform the capacity strengthening and preparedness

efforts under the CSP. WFP's transition and localization programmes were designed, financed and implemented with government counterparts and communities; to avoid gaps in the provision of support, a phased, measurable road map towards handover had been designed for each CSP activity; and WFP worked with the Government to ensure that social protection systems were shock-responsive and inclusive, including of refugees and other displaced people. Before the approval of the CSP, one Board member expressed concern at the use of certain terminology in the CSP in relation to his country and requested that references to countries and territories adhere to international law and the principles of the United Nations charter. Management took note of the concerns raised.

54. Following the approval of the CSP, the representative of Armenia thanked WFP for its support, which was fully aligned with the Government's vision for national development as the country moved towards sustainable, nationally owned solutions.

2026/EB.1/4 Guatemala country strategic plan (2026–2030), including evaluation results and recommendations from summary evaluation report in item 6 d) 2)

55. Presenting the report, the Director of Evaluation highlighted WFP's strategic positioning in Guatemala, rooted in a combination of service provision and direct humanitarian assistance. The evaluation had identified results in social protection, nutrition programmes and resilience, including expanded micro-insurance coverage and improved procurement and logistics services, which had increased food volumes for national nutrition programmes by 14 percent. It had also noted funding constraints, limited institutional anchoring of resilience interventions and risks related to the implementation of national programmes. Five recommendations had been presented in the areas of programme coherence, capacity strengthening, local implementation and partnerships, culturally appropriate approaches, and gender policy implementation.
56. The country director presented the new CSP for 2026–2030, noting that the evaluation had guided the design of the new strategic objectives, modalities of intervention, capacity strengthening and prioritization. The CSP was structured around three strategic objectives: emergency preparedness and response; sustainable food systems and markets; and service provision and institutional support. It was closely aligned with national priorities and supported key initiatives in the most affected territories, with an emphasis on strengthening national systems, promoting sustainable results and ensuring a well-planned transition towards long-term solutions.
57. Board members expressed broad support for the new CSP and welcomed its alignment with national priorities and WFP's strategic plan. Members highlighted the importance of strengthening resilience, climate response and institutional capacities; recognized progress in school feeding and collaboration with the Government; emphasized the importance of ensuring the quality of food in both emergency and resilience settings; and underscored the importance of aligning national food systems strategies and reinforcing national ownership, including through national financing and co-responsibility, to ensure sustainability.
58. One member asked how the CSP would measure the institutionalization of capacities developed with WFP support, including the transition indicators planned to evaluate the adoption of tools and processes within national and subnational systems. Another member requested further details on how migration trends were shaping WFP's crisis response and resilience efforts. WFP was urged to mitigate potential negative impacts resulting from funding gaps and to translate the transition strategy into concrete and feasible operational methodologies.

59. In response, WFP management noted that the evaluation had marked a starting point for the new CSP and that recommendations had been incorporated at the structural level. Transition would be measured through legal procedures and changes in government policy, with a phased approach.
60. Following approval of the CSP, the Vice-President of Guatemala welcomed the Board's support and reaffirmed the Government's commitment to combating malnutrition, strengthening national capacity and expanding investment in food security and nutrition, in partnership with WFP.

2026/EB.1/5 Iraq country strategic plan (2026–2029), including evaluation results and recommendations from summary evaluation report in item 6 d) 3)

61. Presenting the report, the Director of Evaluation highlighted WFP's strategic positioning in Iraq and its comparative advantage in emergency response, food security and digitalization. During the CSP period, WFP had provided unconditional food assistance, supported livelihoods and climate adaptation and handed over the school feeding programme to the Government. The evaluation identified challenges related to a limited donor base, uneven alignment with comparative advantages and weaknesses in monitoring systems. Its six recommendations encompassed areas such as WFP's strategic focus and transition planning, government capacity strengthening, operational adjustments, funding diversification, partnerships, the empowerment of women and disability inclusion.
62. The country director presented the new CSP for 2026–2029, confirming that the evaluation recommendations had informed its design. The CSP was structured around three outcomes: resilience, emergency preparedness, and national food and social assistance. It reflected a shift from direct delivery towards systems enablement, with time-bound transition milestones to guide the handover of activities.
63. Board members expressed broad support for the CSP and welcomed its alignment with national strategies and WFP's strategic plan. They highlighted the importance of climate resilience, early warning and anticipatory action and welcomed the progressive handover of school feeding to national systems.
64. One member urged WFP to focus on areas of comparative advantage and leverage partnerships with other United Nations entities and NGOs to avoid duplication. Another member expressed concern about the position of women in Iraq and encouraged WFP to continue supporting actions designed to empower women and girls, including in digital and financial inclusion. Support for national reform and digitalization to strengthen social protection and financial inclusion was encouraged, and staff safety and well-being were emphasized as priorities.
65. Stressing the need to ensure that vulnerable groups, particularly refugees, returnees and internally displaced persons, were included in national systems, one member also called for clearer measures on protection, accountability to affected people, gender equality and protection from sexual exploitation and abuse, together with continued attention to community feedback mechanisms. Other members emphasized realistic sequencing and prioritization in light of the reduced budget, along with the need to maintain operational readiness and flexibility and to coordinate with other international actors.
66. Responding to Board member comments, WFP management described the three outcomes as forming an integrated package balancing emergency response, resilience building and systems strengthening, and highlighted efforts to strengthen interoperability, digital integration and monitoring as WFP moved away from directly implementing operations.

67. Following approval of the CSP, the Chargé d'Affaires and Permanent Representative of Iraq welcomed the Board's support and reaffirmed his Government's commitment to strengthening national systems and ensuring a responsible transition during implementation of the new CSP.

Oversight functions (continued)

2026/EB.1/6 Summary report on the strategic evaluation of WFP's approaches to targeting and prioritization for food and nutrition assistance and management response

68. The Director of Evaluation presented the strategic evaluation, which had found that WFP's normative framework for targeting and prioritization provided useful guidance while allowing sufficient flexibility for approaches to be adapted to local circumstances. The evaluation presented four recommendations addressing WFP's strategic focus and positioning, data system interoperability, and support for country office adoption of transparent, agile and cost-effective targeting and prioritization approaches and adherence to targeting and prioritization standards. Management outlined the planned and ongoing actions for addressing the recommendations, and the progress made so far.
69. Board members welcomed the positive findings in the evaluation report, in particular regarding the normative framework, WFP's use of approaches that combined data-driven accuracy with participatory processes, the increasing use of vulnerability-based targeting, and plans for refining targeting approaches for resilience programmes.
70. Many Board members emphasized the importance of ensuring transparency and clear communications in relation to WFP's targeting and prioritization strategies and decisions, noting that failure to inform communities of the rationale for such decisions could undermine social cohesion and trust in WFP. Board members also supported the evaluation recommendation to provide clearer guidance to country offices on targeting and prioritization, including on how to manage trade-offs, including those involving the breadth and depth of assistance, ensure minimum acceptable levels of emergency assistance, and apply standards and safeguards for ensuring fair and effective decision-making.
71. Country offices should also be assisted in strengthening their oversight of cooperating partners, the costs of which should be incorporated into country portfolio budgets, and WFP should provide capacity-strengthening support to local partners and other national actors while aligning its targeting and prioritization approaches and guidance as closely as possible with government-led social protection systems and national and regional frameworks. WFP therefore needed to maintain core targeting capacity, and Board members encouraged enhanced collaboration with other actors, in accordance with United Nations reform processes.
72. Expressing concern at the large numbers of eligible people found to have been excluded from WFP assistance programmes, many Board members stressed the value of vulnerability-based targeting in ensuring that assistance reached the people in greatest need, including the marginalized people who were often excluded from community-based decision-making processes owing to their gender, disability or other factors, and who were particularly vulnerable to food insecurity. Marginalized people should also be involved in the design of targeting approaches, along with other affected people and local authorities. Members urged WFP to systematically collect disaggregated data on exclusion and inclusion errors to help to highlight the vulnerabilities within a community. Other recommendations related to data included greater collaboration with partners on cooperative and efficient approaches to data collection and sharing, including under UN80, and on interoperable data systems and data-sharing frameworks.

73. Noting WFP's apparent preference for reducing ration sizes or the duration of assistance rather than the number of beneficiaries assisted, Board members were alarmed to learn that 80 percent of the rations distributed in 2024 had been nutritionally inadequate. They urged WFP to select the option that would generate the greatest impact, and one member suggested that this issue be discussed with the Board; a number of members recommended increasing the use of cash-based transfers as a way of further optimizing the effectiveness of assistance. However, one member expressed the belief that rations of 70 percent of needs were sufficient to fill the food gaps of food-insecure households. Stressing the negative effects of funding gaps on WFP's capacity and workforce, several Board members appealed to donor partners to increase their contributions, particularly of flexible predictable funding.
74. Looking forward to future updates on WFP's targeting and prioritization, Board members requested that these include more information on the involvement of local communities in targeting decisions; the impact of funding cuts on WFP's capacity to reach the most vulnerable people; the protection risks arising from WFP's targeting and prioritization approaches; targeting and prioritization in areas affected by severe access constraints, including the related risks and trade-offs; WFP's plans for addressing the challenges to using national social registries in its targeting and prioritization activities; and the use of cash-based transfers.
75. Thanking Board members for their support, the Director of Evaluation responded to the points raised: while WFP aimed to use vulnerability-based approaches, in some instances communities preferred that everyone receive a little bit of assistance rather than only the most vulnerable people; WFP's data demonstrated that rations that provided 70 percent of needs were insufficient to protect households' food security over time; the full evaluation report provided more information on protection risks and the effects of access constraints on targeting; national social registries were not always useful for WFP's targeting notably due to data quality issues; and the time required to implement community-based approaches meant that WFP generally used blanket or status-based approaches in rapid-onset emergencies. Management added that the points raised would guide WFP's future work on targeting and prioritization, including the development of guidance.

2026/EB.1/7 Establishment of a selection panel for the appointment of Independent Oversight Advisory Committee members

76. The Secretary to the Executive Board recalled that the term of one member of the Independent Oversight Advisory Committee (IOAC) would end in 2026 and the final term of two other members would end in 2027. It was therefore necessary for the Board to fill the resulting vacancies on the committee. For that purpose, in accordance with the terms of reference of the IOAC, the Board was invited to appoint a selection panel comprising five representatives, one from each of the electoral lists, for IOAC vacancies arising during the period 2026–2027.
77. The Board duly approved the establishment of the panel and the appointment of its members, as nominated by the respective lists.

2026/EB.1/8 Reports by the Joint Inspection Unit relevant to the work of WFP

78. Introducing the item, the Chief Risk Officer recalled the role of the Joint Inspection Unit (JIU) within the United Nations system and reaffirmed WFP's commitment to transparency and accountability. At the start of 2025, WFP had carried forward 13 open actions and 16 new actions had been issued during that year; 12 actions had been closed during the reporting period. The implementation rate of 41 percent reflected the scope and complexity of recently issued actions, particularly those related to protection from sexual exploitation and abuse (PSEA). Seventeen actions remained open, including two overdue actions expected to be completed by mid-2026. A phased, risk-based approach was being applied

- to manage the compressed JIU workload in 2026, reflecting overlapping reviews, new recommendations and reduced capacity.
79. Board members reaffirmed the importance of the JIU in strengthening accountability and transparency. Several members welcomed WFP's progress in closing actions, including those related to human resource management and equal opportunity.
 80. PSEA featured prominently in the discussion. Members welcomed the related JIU recommendations and underscored their urgency and importance for the credibility of the United Nations system. Several members emphasized the need for ambitious but realistic timelines and encouraged accelerated progress in areas related to sexual misconduct, internal justice and accountability frameworks. There were requests for regular reporting to the Board on implementation progress, including updates on PSEA-related actions, and a suggestion that implementation updates be included as a standing item at formal sessions. One member sought clarification on how implementation would be sustained in a context of limited resources and how resources dedicated to PSEA-related actions would be protected; the speaker also stressed the importance of maintaining a victim-centred approach and asked for more information on disciplinary measures and follow-up actions. Another member encouraged reconsideration of the use of the term "misconduct", noting that it might not fully reflect the seriousness of sexual exploitation and abuse.
 81. One member called on WFP to take a proactive approach to JIU recommendations that required collective action in the United Nations system without waiting for others, and voiced concern regarding health insurance schemes, particularly the subsidization of secondary dependent health insurance benefits. Another urged WFP to continue efforts to promote inclusion and equal opportunity throughout the employee life cycle.
 82. A number of Board members expressed concerns in relation to last-minute changes made to the report, in particular the retroactive renaming of an internal document, highlighting a lack of transparency, consultation and timeliness. Several members cautioned against an increasing politicization of Board discussions and reaffirmed the importance of constructive engagement, transparent processes and consensus-based decision-making.
 83. In response to Board member interventions, WFP management reiterated its acceptance of all JIU recommendations and confirmed that implementation was proceeding through a phased and risk-based approach aligned with available resources. Management reaffirmed its commitment to strengthening policies, data systems, vetting processes and accountability mechanisms related to PSEA and confirmed that regular progress updates would continue to be provided to the Board. Regarding health insurance, management confirmed that, beginning in 2027, WFP would cease subsidizing premiums for secondary dependents, with staff assuming full responsibility for those costs. WFP also reported finalizing its workplace experience approach designed to enhance employee engagement and human resource and wellness processes across the employee life cycle. The revised remarks in the annex to the document provided a broader description of the scope of the strategy but did not redefine the title of the strategy itself.

2026/EB.1/9 Appointment of one member to the Independent Oversight Advisory Committee

84. Following a brief presentation by the chair of the panel tasked with selecting a new member of the IOAC, the Board approved the appointment of Ms Jessica Faieta of Ecuador for a three-year term, commencing 25 February 2026.

Policy issues

Compendium of policies relating to the strategic plan

85. Introducing the item, the Assistant Executive Director, Programme Operations highlighted the evolution of the compendium from a descriptive document to a concise, high-level reference tool. The table of WFP policies provided quick access to policy documents to facilitate implementation of the new strategic plan and was organized into four categories: strategic outcomes, cross-cutting priorities, enablers and planning tools. The focus for 2026 would be on aligning CSPs with the new strategic plan, with efforts to streamline normative work, fill normative gaps identified by evaluations and otherwise ensure that existing policy instruments were operationalized and fit for purpose. Planned work included updating the enterprise risk management policy and operationalizing the localization policy, as well as strengthening guidance on prioritization and the transition and handover of activities. WFP also proposed to decommission several policies dating from 2000 to 2006, which had been superseded by more recent policies or frameworks.
86. Board members welcomed the shift towards a concise, high-level compendium and supported efforts to rationalize and consolidate the policy framework in support of the strategic plan. Members highlighted the importance of strengthening preparedness, response and transition in emergency situations; reinforcing policies on resilience and climate; and promoting quality programmes aimed at achieving sustainable outcomes. Members also welcomed the proposal to decommission obsolete policies and encouraged WFP to ensure that changes were backed up by clear transition notes and operational guidelines to avoid inconsistencies in the field.
87. Members emphasized the importance of cross-cutting priorities, including environmental sustainability, protection, accountability to affected people, gender equality and localization, and called for greater focus on how these priorities were integrated in CSPs, particularly in fragile settings. Some members suggested that future editions of the compendium include evaluation timelines and clearer information on planned revisions and remaining gaps. One member proposed including graphics linking each strategic outcome to the corresponding policies, tools and indicators. Another noted that the forthcoming supply chain strategy was not referenced. A third member encouraged WFP, where feasible, to include budgetary information when presenting policies, strategies and implementation plans.
88. WFP management thanked members for their constructive comments on the compendium, which would remain a dynamic instrument. While the number of strategic outcomes under each CSP varied, every activity implemented by WFP had to include the seven cross-cutting priorities, which would be measured through the corporate results framework. Efforts were ongoing to update guidance and eliminate redundant technical guidance and policies that had been superseded in order to make the normative framework clearer and more usable for country offices.

Update on the implementation of the Changing Lives Transformation Fund

89. Management presented an update on implementation of the Changing Lives Transformation Fund (CLTF), highlighting its performance as an instrument for obtaining predictable, multi-year financing aligned with WFP's strategic plan for 2026–2029. Since its inception three years earlier, the CLTF had mobilized more than USD 500 million in catalytic financing – a nearly eightfold return on the initial investment. Domestic financing had emerged as the fastest-growing source of catalytic funding in 2025. Through initiatives in nine countries, the CLTF had reached more than 90,000 direct beneficiaries, including in Bangladesh, Chad, Kenya, Peru and the Philippines, with a substantially larger number of indirect beneficiaries anticipated through strengthened national systems. The focus for 2026 was on improving programme quality, strengthening monitoring systems, deepening

- partnerships, increasing localization and seeking opportunities for greater convergence with other United Nations entities.
90. Board members commended WFP for the excellent results achieved, highlighting the CLTF's effectiveness as a flexible, multi-year tool for strengthening nationally-led food security and nutrition programmes and delivering impact at scale. Members welcomed the fund's catalytic effect in leveraging additional financing, including from national governments, and its alignment with national development goals, support for strong national ownership and focus on sustainable impact. There was praise for the emphasis on localization and on partnerships with international financial institutions, the private sector and other United Nations entities.
 91. Members encouraged WFP to systematically capture lessons learned, incorporate them into CSPs and the strategic plan and share them with the other Rome-based agencies and through the UN80 initiative. Some members proposed establishing mechanisms to consolidate best practices at the regional level, including South-South and triangular cooperation mechanisms, particularly in relation to resilience, anticipatory action, climate adaptation and school meals. Several stressed the need for rigorous, independent monitoring and evaluation and systematic evidence generation to further strengthen the effectiveness and learning potential of the CLTF.
 92. Additional information was sought on several aspects of CLTF implementation, such as future resource mobilization prospects and how the CLTF's ability to leverage additional funding might feed into wider WFP fundraising efforts; the specific features of the CLTF that had enabled such effective collaboration and partnerships; the availability of disaggregated beneficiary data (including by sex and age) and the differences in impact on various population groups; and transition and exit strategies.
 93. Management explained that the commitment of national governments was almost a precondition for engagement to ensure sustainability after CLTF support ended. That also explained the high level of host government funding. South-South cooperation was also a key ingredient of success; for example, representatives of the Niger had travelled to Pakistan to understand better the social protection programme there. Management confirmed that robust monitoring systems including rigorous impact assessments were in place and would generate disaggregated data, which would also be complemented by qualitative research.

Other business (continued)

2025/EB.1/10 Update on the implementation of the recommendations from the governance review

94. The Secretariat presented an update on implementation of the recommendations arising from the governance review that had been undertaken by a dedicated Board working group from 2023 to 2025. Of the 26 recommendations and 35 sub-recommendations produced, 18 recommendations and 30 sub-recommendations required action. By the end of 2025, 65 percent of the recommendations requiring action had been implemented, with that figure expected to rise to 79 percent by the close of the 2026 first regular session.
95. Key achievements included reforms to Board sessions; the strengthening of the Board's governance role; the approval of a policy cycle framework and an accountability and oversight framework; and the streamlining of the Board's meetings, consultations and working methods.
96. Board members welcomed the update and commended the Secretariat and the working group for the substantial progress achieved, which demonstrated the organization's commitment to modern, effective governance. The review had enhanced the Board's strategic role, improved its working methods and reinforced WFP's leadership in improving

governance practices within the United Nations system. Members expressed particular appreciation for the institutionalization of the strategic dialogue, the new policy and oversight frameworks, and the improved induction sessions and guidance on governance for new Board members.

97. Encouraging the Secretariat to accelerate implementation of the remaining recommendations, using clear indicators to monitor the progress made, Board members emphasized the importance of carrying out regular assessments to ensure that the changes made were in line with governance practices in the broader United Nations system; delivered sustained improvements in the efficiency, transparency and accountability of WFP's governance; and remained relevant to the organizational changes occurring within WFP, particularly given the reductions in staff numbers and the risk of increasing the administrative burden on personnel.
98. Board members suggested further reforms to governance practices, including streamlining the process for obtaining the Board's approval of CSPs; introducing a single non-renewable term for the position of Inspector General; and widening participation in the strategic dialogue by inviting a broader range of participants, including subject experts from Member States' capitals.
99. Among several requests for clarification and follow-up were calls for a review of the full implementation of the recommendations in late 2026 or early 2027; timely publication of documents for discussion at Board meetings and consultations, with postponement of the discussion when that was not possible; clarification of the timeline of the ongoing governance review by the New York-based funds and programmes; and regular reporting to the Board on the implementation of the remaining recommendations, and their results.
100. Thanking Board members for their strong support and constructive guidance, the Secretariat took note of members' calls for transparency, accountability and reporting, and undertook to discuss the suggestions made with the Bureau. In New York, a joint working group was responsible for implementing the JIU's recommendations on governance; the Secretariat was monitoring progress and would continue to provide updates to the Board through the Bureau.

2025/EB.1/11 Streamlining Executive Board documentation and processes

101. Presenting the report, the Secretary to the Executive Board recalled the recommendations arising from the 2023–2024 governance review that pertained to Board documentation and processes. These included reducing the categories of Board agenda items from three to two; introducing an optional written correspondence procedure for items presented for information; establishing timelines for the submission of new agenda items requiring documentation; reinforcing word limits for Board documents; and defining submission deadlines for documentation for informal meetings. Taken together, these measures were intended to enhance the efficiency and effectiveness of the Board's work.
102. Board members welcomed the recommendations and supported efforts to enhance the effectiveness, relevance and performance of the Board. Support was expressed for the simplification of agenda item categories; increased document discipline; and the introduction of an optional written correspondence procedure, preserving the right of members to request an oral discussion.
103. Several members called for stricter adherence to document deadlines for formal and informal meetings, starting with documents for the 2026 annual session. One member recommended postponing discussions when documentation was not supplied in due time. Another asked whether the deadline of two weeks for the posting of documents for informal meetings could be increased in order to allow more time for the membership to prepare.

104. One member recommended the use of executive summaries in long documents and called on the Secretariat to clearly highlight key risks, trade-offs and other implications in documents for decision in order to facilitate strategic discussion. The delegation also advocated greater use of the written correspondence procedure for information items.
105. Emphasizing the need to ensure that governance processes remained agile, another Board member underscored the importance of consensus-building while noting that efforts to reach consensus should not undermine the timeliness, predictability and continuity of humanitarian action.
106. The Board Secretary welcomed the support expressed by Board members and confirmed that work would continue closely with the Bureau and WFP management to ensure full implementation of the measures. She took note of the points raised, especially in relation to the strict adherence to deadlines for the posting of documents for formal and informal meetings.

Reports of the Executive Board sessions

2026/EB.1/12 Summary of the work of the 2025 second regular session of the Executive Board

107. The President extended her thanks to the Rapporteur for preparing the summary of the 2025 second regular session of the Board, noting that the draft document had been circulated for Board member comment in January 2026. The Board approved the summary.

Verification of adopted decisions and recommendations

108. Following the President's introduction of the agenda item, the Rapporteur confirmed that the decisions and recommendations presented in the draft compilation of decisions and recommendations adopted by the Board at the current session corresponded to those that had been agreed during the session. The final versions of the adopted decisions and recommendations would be posted on the Board's website by the next working day, and a draft summary of the discussions that took place during the session would be circulated for comment in due course.
109. Speaking on behalf of a list, one Board member delivered a statement supported by 17 other Board members and an observer in which he underscored the importance of WFP and the role of the Board in providing guidance, oversight and consensus building in support of its vital mandate. He called for a review of the Board's working methods to preserve its decision-making capacity and ensure the timely resolution of issues, including, in the context of CSPs, issues unrelated to programmatic or operational matters. Consensus was reaffirmed as the preferred basis for decision-making, consistent with the impartial and needs-based nature of humanitarian assistance. When all efforts to achieve consensus had been exhausted, however, the Board should be prepared to proceed in accordance with its rules, including through voting.

Closing remarks by the Executive Director

110. Praising the constructive deliberations during the session, the Executive Director noted that clear communication and shared commitment had enabled progress across a range of issues. Newly approved CSPs would help WFP to navigate complex operating environments, while the strategic dialogue held before the session had provided valuable guidance on funding and reforms.

111. The Executive Director highlighted that humanitarian needs were growing while resources were not keeping pace. Operating conditions were deteriorating and humanitarian principles were under attack, making WFP's work more challenging than ever. The new organizational structure and the strategic plan adopted in 2025 had equipped WFP to navigate this challenging landscape. WFP priorities for 2026 were threefold: intensify resource mobilization and expand the donor base; harness AI and innovation to improve operational speed, scale and efficiency; and strengthen implementation of WFP's duty of care to protect its front-line teams. The Executive Director urged Board Members to speak out against attacks on humanitarian workers, thanked them for their solidarity with the WFP staff detained in Yemen and sought their continued support to secure their release. She paid tribute to the staff who risked their lives daily in the field.
112. In closing, the Executive Director announced her decision to step down for health reasons following a three-month transition period, during which the Deputy Executive Director would serve as Officer-in-Charge. Humbled by the commitment of the Board and WFP's dedicated staff, she expressed her profound gratitude to everyone.

Acronyms

AI	artificial intelligence
CLTF	Changing Lives Transformation Fund
CSP	country strategic plan
IOAC	Independent Oversight Advisory Committee
JIU	Joint Inspection Unit
PSEA	protection from sexual exploitation and abuse
PSEAH	protection from sexual exploitation and abuse and harassment
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSDCF	United Nations Sustainable Development Cooperation Framework