



United to Deliver: UN80 Initiative



ACTION PLAN

Corrected document, for Member State distribution

24 November 2025



Foreword

1 WHAT THE UN80 INITIATIVE ACTION PLAN IS

- **A coordination framework:** showing how different actions across all UN80 workstreams are organized coherently across the UN system.
- **A planning and accountability tool:** aligning responsibilities and actions across the system.
- **A transparency measure:** showing how the UN system will operationalize actions outlined in the Secretary-General's reports.

2 WHAT THIS DOCUMENT IS NOT

- **Not a policy proposal:** it does not introduce new recommendations or substitute for intergovernmental decisions.
- **Not an exhaustive blueprint:** it captures the first step of action planning; implementation will depend on Member State guidance.

3 HOW TO READ THIS DOCUMENT

- The Action Plan has **two sections**:
 - **UN80 Initiative Architecture:** explains how oversight, coordination and implementation are structured through the Steering Committee, Task Force and Work Packages.
 - **Work Packages Overview:** lists the specific work packages corresponding to a set of actions drawn from all workstreams, derived from the SG's UN80 Initiative reports, with designated leads.
- This Plan is **accompanied by an information annex**, listing all the work packages and their corresponding actions and leads.
- This Plan is intended to be **a living document**, where updates and details will be continuously added.



Table of contents

1	UN80 INITIATIVE ARCHITECTURE	3
—	Action plan architecture	4
—	Steering committee	5
—	Task force (reconfigured)	6
—	Work package lead setup	7
—	Overall timeline	8
—	Member state engagement	9
—	UN80 Initiative “under one roof”	10

2	WORK PACKAGES OVERVIEW	11
—	“Big ticket” work packages overview	12
—	Other work packages overview	13



UN80 Initiative architecture

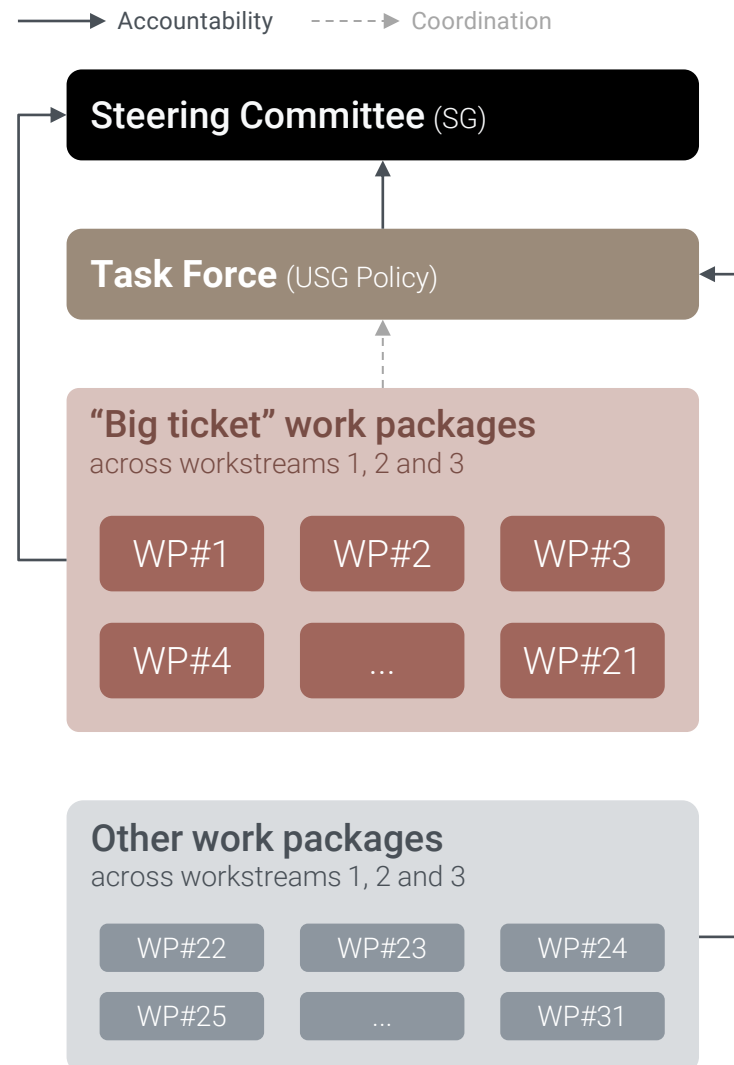
Action plan architecture

OVERSIGHT AND WORK PACKAGES

- 1 This section outlines the **action plan architecture** designed to ensure **coherence, accountability, and inclusivity** across work at all levels.
- 2 It sets out **oversight mechanisms, work packages** (across workstreams 1, 2, and 3) and **lead responsibilities**, as well as **other** considerations.
- 3 There are **three levels** of oversight for the action plan:
 1. **Steering Committee**: Provides strategic direction and coherence
 2. **Task Force**: Coordinates system-wide delivery and makes recommendations to the Steering Committee
 3. **Work Packages**: Organized clusters of action items with designated leads and contributors.
- 4 Overall, over **31 proposed work packages** encompass **87 individual action items**, derived from SG reports for workstreams 1, 2 and 3.
- 5 Some of the packages are of **system-wide importance** ("**big ticket**"), while "**others**" cover more specific issues.



ARCHITECTURE OVERVIEW





Steering committee

CHAIR, TIMING, AGENDA

- 1 **Chair**
 - Secretary-General
- 2 **Secretary**
 - USG Policy
- 3 **Frequency**
 - Every **month**
- 4 **Agenda**
 - A select number of **big-ticket work packages** per meeting (not all of them will be discussed at every meeting)
 - Other items as necessary
 - Agenda for each meeting to be set by the Secretary-General, with an indicative **forward agenda** to ensure predictability and comprehensive coverage

TASKS

- 1 **Ensures overall strategic direction** and coherence
- 2 **Resolves any bottlenecks** or disagreements

COMPOSITION

Standing members (A-Z by entity)

- | | |
|---------------------|------------------------|
| — DSG | — HC OHCHR |
| — CDC | — ED UN Women |
| — Chair HLCM | — ED UNAIDS |
| — Chair HLCP | — SG UNCTAD |
| — Chair IASC | — Admin. UNDP |
| — SA Reform | — ES UNFCCC |
| — USG DGACM | — ED UNFPA |
| — USG DGC | — HC UNHCR |
| — USG OLA | — ED UNICEF |
| | — ED UNITAR |
| — USG DESA | — USG UNODC |
| — USG DOS | — ED UNOPS |
| — USG DPO | — Rector UNU |
| — USG DPPA | — ED WFP |
| — ES ECA | — DG WHO |
| — DG ILO | |
| — DG IOM | — Co-Chairs BIG |
| — SG ITU | — ASG DCO |
| — USG OCT | — Chair DTN |
| — USG ODA | |



Task force (reconfigured)

CHAIR, TIMING, AGENDA

- 1 **Chair**
 - USG Policy
- 2 **Frequency**
 - Every **week**
- 3 **Agenda**
 - All **“big ticket”** work packages will be **reviewed over the course of each month** to make recommendations to the Steering Committee
 - **Other work packages** will also be placed on the **agenda**, but may not recur monthly

TASKS

- 1 **Coordinates delivery** of all work packages
- 2 **Make recommendations** to the Steering Committee on **“big ticket”** work packages, reviewing all of them monthly
- 3 **Makes recommendations** to the SG for **all other** work packages

COMPOSITION

- A **Standing members**
 - USG DGACM
 - USG DGC
 - USG OLA
- B **Contributing members**
 - Work package leads, **in accordance with the agenda of each meeting**
- C **Levels and alternates**
 - Participation will be at **Principal level** with possible participation of designated alternates



Work package setup: leads, members and contributors

LEADERSHIP (for each)



- 1 One or more designated **leads** per work package (DSG, or USG/ASG level)

TASKS OF LEAD



- 1 Reports to the Task Force on progress in the work package
- 2 Coordinates timely delivery of items in the work package, based on **timelines** and **milestones**
- 3 Engages with Member States as appropriate

MEMBERSHIP (for each)



- A Standing members
 - To be **designated by the Steering Committee** at its first meeting on the basis of recommendations of the work package lead(s)
- B Contributors
 - Other USGs with interest in contributing to the work package **can join at their request**



Overall timeline

- 1 For this Action Plan, the overall delivery timeline will be **November 2025 to December 2026**.
- 2 **Where timelines or deadlines** for proposed actions have already been outlined **in the reports or statements** of the Secretary-General, they **will be incorporated** in the Action Plan.
- 3 For **other cases**, timelines will be incorporated as soon as possible.



Member state engagement

- 1 **Member States will be consulted, as appropriate**, on all UN80 Initiative work packages, **regardless of ultimate decision-making** authority, including through regular briefings and updates.
- 2 Work package **leads have specific responsibility** in this regard.
- 3 **Decisions that would be fundamental to the implementation of the proposals** (e.g., decisions of intergovernmental organs or the Secretary-General) are being identified for each individual action in **workstream 3** and **will be shared with Member States as soon as possible**.
- 4 For **workstream 2**, **only actions within the authority of the SG** have been included in the Action Plan. Others are under consideration in the [Informal Ad Hoc Working Group of Member States](#).
- 5 For **workstream 1**, proposals have been submitted for the consideration of Member States through the General Assembly ([A/80/400](#)).



UN80 Initiative: All workstreams and packages “under one roof”

WS2: Improvements in mandate lifecycle management

Workstream 2, SG actions only

WS3: Programmatic and structural shifts within pillars

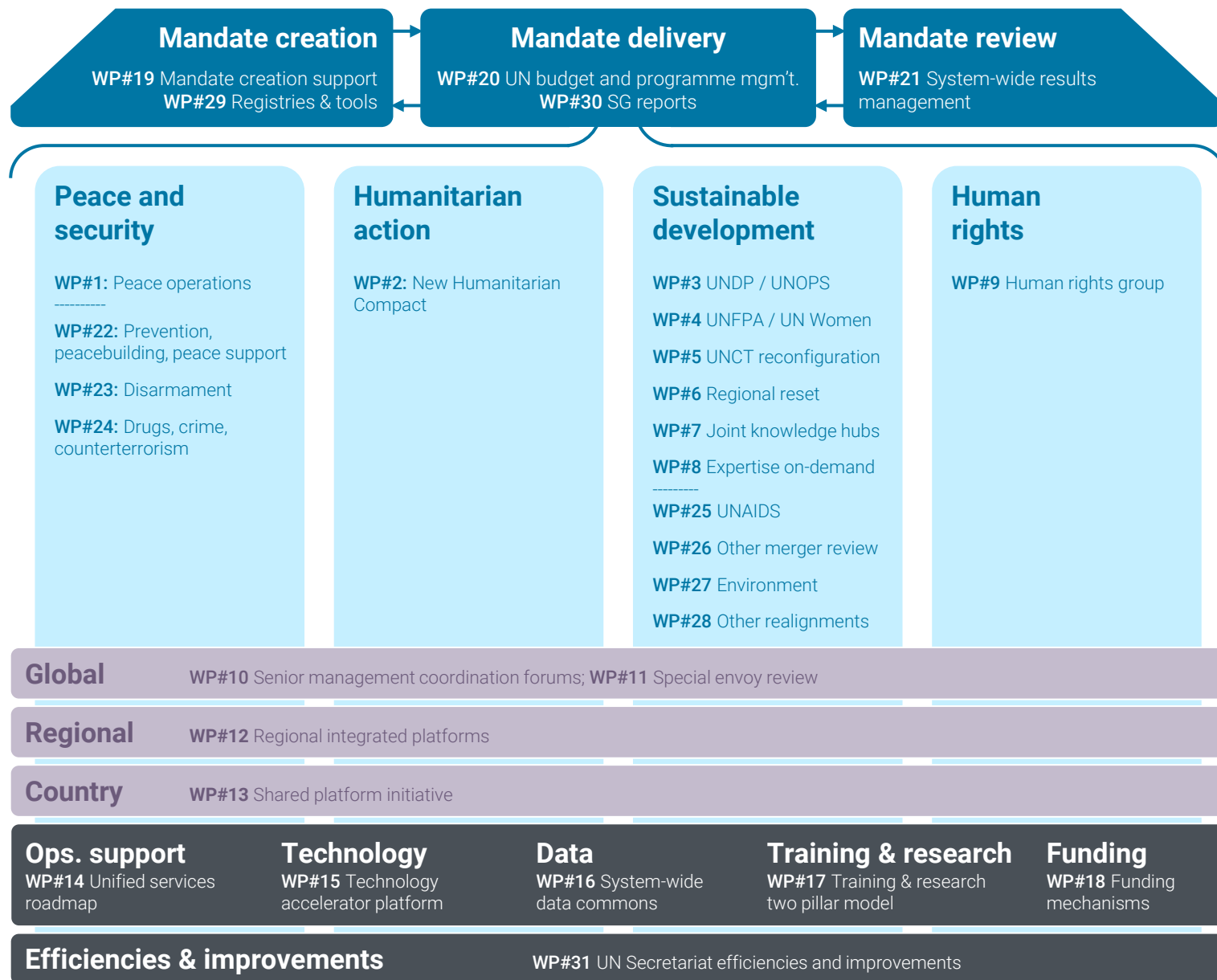
Workstream 3

WS3: Shifts in cross-pillar approaches

WS3: Shifts in UN system-wide enablers

WS1: UN Secretariat enablers

Workstream 1





Work packages overview



“Big ticket” work packages: 21 packages (56 actions)

NO.	WORK PACKAGE	LEADS	TOTAL ACTIONS	WORK-STREAM	PAGE NUMBER IN ANNEX
1	Peace operations (task delegation; review)	USG DPPA; USG DPO	2	WS3	4
2	New Humanitarian Compact	USG OCHA	9	WS3	6
3	UNDP / UNOPS	DSG; Administrator UNDP; ED UNOPS	1	WS3	8
4	UNFPA / UN Women	DSG; ED UNFPA; ED UN Women	2	WS3	10
5	UNCT reconfiguration	DSG	2	WS3	12
6	Regional reset	DSG	2	WS3	14
7	Joint knowledge hubs	USG DESA; SG UNCTAD	1	WS3	16
8	Expertise-on-demand mechanism	SG ITU	2	WS3	18
9	Human rights group	HC OHCHR	1	WS3	20
10	Senior management coordination forums	USG Policy	4	WS2; WS3	22
11	Special envoy review	USG Policy	2	WS3	24
12	Regional integrated platforms	DSG; ASG DCO	2	WS3	26
13	Shared platform initiative	DSG; USG OCHA	2	WS3	28
14	Unified services roadmap	Chair HLCM; Co-Chairs BIG; ED WFP	5	WS1; WS3	30
15	Technology	USG Policy; SG ITU; Chair DTN	2	WS3	32
16	Data	USG Policy; ED UNICEF; USG DESA	3	WS3	34
17	Training and research	ED UNITAR; Rector UNU	3	WS3	36
18	Funding mechanisms	SA Reform; ASG DCO	4	WS2; WS3	38
19	Mandate creation support	USG Policy; USG DGACM	3	WS2	40
20	UN budget / programme management	CDC	3	WS2	42
21	System-wide results management	SA Reform	1	WS2	44
Total			56		



Other work packages: 10 packages (31 actions)

NO.	WORK PACKAGE	LEADS	TOTAL ACTIONS	WORK-STREAM	PAGE NUMBER IN ANNEX
22	Prevention, peacebuilding, peace support Items in Revised Budget Estimates for 2026, e.g., PBSO, WPS/Gender Unit, training, Africa division, ...)	USG DPPA; USG DPO	13	WS3	47
23	Disarmament e.g., UNIDR integration, regional offices, ...	USG ODA	2	WS3	50
24	Drugs, crime, counterterrorism e.g., UNICRI, reporting lines, joint initiatives, ...	USG UNODC; USG OCT	3	WS3	52
25	UNAIDS e.g., assessment, proposal, ...	DSG; ED UNAIDS	1	WS3	54
26	Other merger review e.g., assessments, proposals, ...	SG	1	WS3	56
27	Environment e.g., assessment, proposals, ...	USG UNEP; ES UNFCCC	1	WS3	58
28	Other UN Secretariat development realignments e.g., Macroeconomic analysis functions, LDC/LLDC/SIDS support, ...	USG DESA; ES ECA; SG UNCTAD	2	WS3	60
29	Mandate registries and tools e.g., mandates.un.org, AI and digital tools	USG Policy	2	WS2	62
30	SG reports e.g., reporting formats, report consolidations, ...	CDC	4	WS2	64
31	UN Secretariat efficiencies and improvement i.e., actions from Working Group on Efficiencies not included in WP#14	USG DMSPC; USG DOS	2	WS1	66
Total			31		



United to Deliver: UN80 Initiative



INFORMATION ANNEX: WORK PACKAGES

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Foreword

1 WHAT THIS DOCUMENT IS

- **An annex to the UN80 Initiative Action Plan:** presents the detailed work packages across the three UN80 workstreams in a single reference.
- **A consolidated work package document:** lists all work packages and their designated leads, as well as their individual action items (derived from paragraphs in the SG's reports on UN80).

2 WHAT THIS DOCUMENT IS NOT

- **Not a policy proposal:** it does not introduce new recommendations or substitute for intergovernmental decisions.
- **Not an exhaustive blueprint:** it captures the first step of action planning; implementation will also depend on Member State guidance.



Table of contents

1	"BIG TICKET" WORK PACKAGES	3
—	Peace operations (task delegation; review)	4
—	New Humanitarian Compact	6
—	UNDP / UNOPS	8
—	UNFPA / UN Women	10
—	UNCT reconfiguration	12
—	Regional reset	14
—	Joint knowledge hubs	16
—	Expertise-on-demand mechanism	18
—	Human rights group	20
—	Senior management coordination forums	22
—	Special envoy review	24
—	Regional integrated platforms	26
—	Shared platform initiative	28
—	Unified services roadmap	30
—	Technology	32
—	Data	34
—	Training and research	36
—	Funding mechanisms	38
—	Mandate creation support	40
—	UN budget / programme management	42
—	System-wide results management	44

2	OTHER WORK PACKAGES	46
—	Prevention, peacebuilding, peace support	47
—	Disarmament	50
—	Drugs, crime, counterterrorism	52
—	UNAIDS	54
—	Other merger review	56
—	Environment	58
—	Other UN Secretariat development realignments	60
—	Mandate registries and tools	62
—	SG reports	64
—	UN Secretariat efficiencies and improvement	66
3	ANNEX	68
—	Endnotes	69

“Big Ticket” Work Packages

FOR MEMBER STATE DISTRIBUTION

24 November 2025



Peace operations (task delegation; review)

Work Package: #1

Leads: USG DPPA; USG DPO



Work Package #1: Peace operations (task delegation; review)

 Package Lead(s)

USG DPPA; USG DPO

 Actions

2

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS3	14 Delegate relevant programmatic tasks such as rule of law, governance and child protection – and the associated resources – to UN system entities best equipped to deliver them	p. 23	"For future peace operations, we will innovate to deliver civilian mandates better. We will take steps to delegate relevant programmatic tasks such as rule of law, governance and child..."
WS3	15 Present comprehensive proposal for the reset of peace operations to Member States upon conclusion of the review mandated by the Pact for the Future	p. 24	"On the basis of the Peace Operations Review, a comprehensive proposal for their reset will be presented to Member States upon conclusion of the review mandated by the Pact for the Future."



New Humanitarian Compact

Work Package: #2

Lead: USG OCHA



Work Package #2: New Humanitarian Compact



Package Lead(s)

USG OCHA



Actions

9

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS3	16 Streamline Humanitarian Needs and Response Plans to become shorter and sharper	p. 27	"Humanitarian Needs and Response Plans will become shorter and sharper, coordination structures simpler and action better aligned with local capacities."
WS3	17 Integrate global supply chains, coordinating procurement of key items, pool use of global freight and logistics, and unbranded in-country services open to the entire UN system	p. 28	"The New Humanitarian Compact proposes coordinated procurement of key items, pooled use of global freight and logistics, and unbranded in-country services open to the entire UN system..."
WS3	18 Scale common services with a Global Services Hub and interoperable digital platforms to help consolidate surge rosters, logistics, security, telecoms and engineering support	p. 29	"Scaling up common services – building on successes like the Booking Hub – could save tens of millions of dollars annually, meaning a greater share of resources could go directly to front-line..."
WS3	20 Initiate new Humanitarian Data Collaborative, to scale common platforms, collective financing, shared centres, capacities and standards	p. 30	"A new Humanitarian Data Collaborative will scale common platforms, collective financing, shared centres, capacities and standards, ensuring all actors can work from one evidence base."
WS3	21 Initiate Collaborative Humanitarian Diplomacy Initiative to bring agencies together under the coordination of the Emergency Relief Coordinator	p. 31	"A Collaborative Humanitarian Diplomacy Initiative will bring agencies together under the coordination of the Emergency Relief Coordinator, piloted in a few contexts and supported by DPPA, DPO..."
WS3	22 Align agencies' responsibilities: FAO/WFP/IFAD on food security	p. 32	"Agencies are aligning responsibilities: FAO/WFP/IFAD on food security; UNHCR/IOM on joint institutional approaches, incl. route-based programming; UNICEF/WFP/UNHCR/IOM on beneficiary data; WHO/UNICEF/WFP on health and nutrition."
WS3	23 Align agencies' responsibilities: UNHCR/IOM on joint institutional approaches (incl. route-based programming)		
WS3	24 Align agencies' responsibilities: UNICEF/WFP/UNHCR/IOM on beneficiary data		
WS3	25 Align agencies' responsibilities: WHO/UNICEF/WFP on health and nutrition		



UNDP / UNOPS

Work Package: #3

Leads: DSG; Administrator UNDP; ED UNOPS



Work Package #3: UNDP / UNOPS

 Package Lead(s)

DSG; Administrator UNDP; ED UNOPS

 Actions

1

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS3	26 Conduct a thorough assessment of the benefits of a merger between UNDP and UNOPS; analysis to be presented to the Executive Boards in February 2026	p. 37	"We will conduct a thorough assessment of the benefits of a merger between UNDP and UNOPS, which could create a stronger engine for sustainable development in UN Country Teams..."



UNFPA / UN Women

Work Package: #4

Leads: DSG; ED UNFPA; ED UN Women



Work Package #4: UNFPA

 Package Lead(s)

DSG; ED UNFPA; ED UN Women

 Actions

2

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS3	27 Conduct a thorough assessment of the benefits of a merger of UNFPA and UN Women and their respective mandates	p. 38	"We will conduct a thorough assessment of the benefits of a merger of UNFPA and UN Women and their respective mandates to create a unified voice and platform on gender equality and..."
WS3	28 Conduct a thorough assessment to consider options to optimize normative functions of UNFPA on population statistics and related activities, including those currently undertaken by DESA		"As a subsequent step, we will also consider options to optimize normative functions on population statistics and related activities, including those currently undertaken by the..."



UNCT reconfiguration

Work Package: #5

Lead: DSG



Work Package #5: UNCT reconfiguration

Package Lead(s)

DSG

Actions

2

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS3	39 Propose a model to reconfigure country teams via system-wide working group, chaired by the Deputy Secretary-General	p. 54	"To maximize the use of resources and expertise for delivery, we will propose a model to reconfigure country teams that streamlines physical presence to fewer entities, reduces overhead costs..."
WS3	40 Strengthen and recalibrate the Resident Coordinator system to better leverage knowledge hubs, expertise-on-demand, and non-resident entities	p. 55	"We will strengthen and recalibrate the Resident Coordinator system to better leverage system-wide expertise and accountability. Resident Coordinators will serve as the gateway to knowledge..."



Regional reset

Work Package: #6

Lead: DSG



Work Package #6: Regional reset

Package Lead(s)

DSG

Actions

2

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS3	36 Establish a system-wide working group, chaired by the Deputy Secretary-General, to develop proposals on how to advance a reset of regional capacities for sustainable development...	p. 50	"We will establish a system-wide working group, chaired by the Deputy Secretary-General, to develop proposals on how to advance a reset of regional capacities for sustainable development, with..."
WS3	37 Systematize the practice of hosting regional capacities within the Regional Economic Commissions, starting with DCO regional directors and teams	p. 51	"We will systematize the practice of hosting regional capacities within the Regional Economic Commissions, starting with DCO regional directors and teams, as well as other Secretariat..."



Joint knowledge hubs

Work Package: #7

Leads: USG DESA; SG UNCTAD



Work Package #7: Joint knowledge hubs

 Package Lead(s)

USG DESA; SG UNCTAD

 Actions

1

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS3	33 Establish Joint Knowledge Hubs to pool knowledge on key issues spread across UN development system entities and avoid duplications, including finding the best placed entities to co-leads...	p. 45	"As a first step, we will establish Joint Knowledge Hubs to pool knowledge on key issues spread across UN development system entities and avoid duplications. These hubs will be co-led..."



Expertise-on-demand mechanism

Work Package: #8

Lead: SG ITU



Work Package #8: Expertise-on-demand mechanism



Package Lead(s)

DG ITU



Actions

2

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS3	34 Create a pro-active mechanism UN system-wide expertise on demand, particularly from specialized agencies and non-resident entities	p. 46	"We will create a pro-active mechanism to identify and channel to Member States and country teams on-demand, UN system-wide expertise, particularly from specialized agencies and non-resident..."
WS3	54 Consolidate expertise across all pillars at the regional level as an extension of the expertise-on-demand mechanism outlined in the sustainable development pillar	p. 68	"We will consolidate expertise across all pillars at the regional level. Capacities on peace and security, rule of law, disarmament, demobilization and reintegration, security sector reform..."



Human rights group

Work Package: #9

Lead: HC OHCHR



Work Package #9: Human rights group

 Package Lead(s)

HC OHCHR

 Actions

1

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS3	42 Establish a Human Rights Group comprising entities from across the UN system, led by the High Commissioner for Human Rights	p. 58	"We will establish a Human Rights Group comprising entities from across the UN system, led by the High Commissioner for Human Rights. The Group will ensure that human rights considerations are..."



Senior management coordination forums

Work Package: #10

Lead: USG Policy



Work Package #10: Senior management coordination forums



Package Lead(s)

USG Policy



Actions

4

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS3 and WS2	43 Review top management fora to ease the coordination burden for senior leaders and ensure coherent action across pillar, incl. CEB, IASC, UNSDG, EC	p. 61	"We will undertake a review of top management fora to ease the coordination burden for senior leaders and ensure coherent action across pillars. These include the subsidiary..."
		p. 44.3	"Make better use of system-wide coordination platforms (e.g., Inter-Agency Standing Committee, UN Sustainable Development Group and UN System Chief Executives Board..."
WS3	44 Consider proposals to unify administrative backend support and streamline duplicative agendas without affecting core substantive competencies	p. 61	"As a first step, we will consider proposals to unify administrative backend support and streamline duplicative agendas without affecting core substantive competencies."
WS3	46 Bring together all Headquarters coordination on country-specific, cross-pillar approaches to crisis prevention and centre capacities around the Regional Monthly Review platform	p. 63	"We will bring together all Headquarters coordination on country-specific, cross-pillar approaches to crisis prevention and centre capacities around the Regional Monthly Review platform."
WS3	47 Review existing interagency task forces and working groups	p. 63	"We will review existing interagency task forces and working groups to ensure coherence, reduce duplication and align work within priorities established by a unified decision-making framework."



Special envoy review

Work Package: #11

Lead: USG Policy



Work Package #11: Special envoy review

Package Lead(s)

USG Policy

Actions

2

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS3	38 Abolish the Special Coordinator for Development in the Sahel post and its associated office (functions and responsibilities are absorbed and performed by existing entities)	p. 51	"Simultaneously, as the assignment of the Special Coordinator for Development in the Sahel comes to an end, we plan to abolish this post and its associated office. We will ensure that all functions..."
WS3	45 Review and make proposals to Member States regarding SG's some 30 special envoys, representatives, coordinators and advisers, both thematic and geographic	p. 60	"We will review and make proposals to Member States regarding the Secretary-General's some 30 special envoys, representatives, coordinators and advisers, both thematic and geographic."



Regional integrated platforms

Work Package: #12

Leads: DSG; ASG DCO



Work Package #12: Regional integrated platforms

Package Lead(s)

DSG; ASG DCO

Actions

2

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS3	48 Establish lean Regional Integrated Platforms to unite regional leaders across all pillars around joint plans, strategies, crisis response and resource mobilization for cross-cutting issues	p. 66	"We will establish lean Regional Integrated Platforms to unite regional leaders across all pillars around joint plans, strategies, crisis response and resource mobilization for cross-cutting..."
WS3	50 Harmonize how UN system entities organize their regional work		"In this context, we will also work to harmonize how UN system entities organize their regional work to promote joint efforts."



Shared platform initiative

Work Package: #13

Leads: DSG; USG OCHA



Work Package #13: Shared platform initiative

 Package Lead(s)

DSG; USG OCHA

 Actions

2

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS3	19 Initiate a practical Shared Platform Initiative between DSG and ERC	p. 30	"To that end, the Deputy Secretary-General and the Emergency Relief Coordinator have started work on a practical Shared Platform Initiative (see paragraph 71 for more details)."
WS3	57 Prepare a proposal to ensure that RC/HCs and planning teams simplify Development Cooperation Frameworks, Humanitarian Response Plans, Peacebuilding Strategies and associated needs...	p. 72	"We will prepare a proposal to ensure that RC/HCs and planning teams simplify Development Cooperation Frameworks, Humanitarian Response Plans, Peacebuilding Strategies and..."



Unified services roadmap

Work Package: #14

Leads: Chair HLCCM; Co-Chairs BIG; ED WFP



Work Package #14: Unified services roadmap



Package Lead(s)

Chair HLCM; Co-Chairs BIG; ED WFP



Actions

5

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS3	63 Prepare a Unified Services Roadmap, based on existing reform commitments and two models: some services will be provided by consolidated entities, and others through marketplaces of providers.	p. 83	"To make the shift [to shared services across pillars] credible, the Secretary-General will build on existing reform commitments to align a coalition of UN system entities around a Unified..."
WS3	64 Integrate supply chains, taking the New Humanitarian Compact as the concrete starting point	p. 84	"The first wave, beginning in 2026, will progressively integrate supply chains, taking the New Humanitarian Compact as the concrete starting point."
WS3	65 Conduct assessment for integration of basic information and communication technology services, as well as payroll, human resources, finance, and enterprise resource planning (ERP) systems		"Basic information and communication technology services, as well as payroll, human resources, finance, and enterprise resource planning (ERP) systems will follow in a sequenced roadmap with..."
WS3	66 Accelerate the move toward a unified service backbone at country level; eliminate costly duplication on the ground	p. 85	"We will accelerate the move toward unified service backbone at country level. Building on the UNSDG's commitments to Common Country Back Offices, and reinforced by the New Humanitarian..."
WS3	67 Harmonize most indirect and programme support costs	p. 86	"Contingent on progress in scaling shared services, we intend to harmonize most indirect and programme support costs. A progressive transparent rate model will create predictability and..."



Technology

Work Package: #15

Leads: USG Policy; SG ITU; Chair DTN



Work Package #15: Technology

 Package Lead(s)

USG Policy; SG ITU; Chair DTN

 Actions

2

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS3	61 Prepare a proposal to consolidate the fragmented landscape of basic cloud services, network infrastructures, office software and systems under realigned common providers that can serve the...	p. 78	"We plan to progressively consolidate the fragmented landscape of basic cloud services, network infrastructures, office software and systems under realigned common providers that can serve the..."
WS3	62 Develop baseline of the current innovation landscape and a proposal for a Technology Accelerator Platform (TAP) to the Chief Executives Board	p. 79	"As shared ICT services scale up, savings will be partly reinvested in a new Technology Accelerator Platform (TAP), a lean joint programme accountable to the Secretary-General. TAP will be led..."



Data

Work Package: #16

Leads: USG Policy; ED UNICEF; USG DESA



Work Package #16: Data

 Package Lead(s)

USG Policy; ED UNICEF; USG DESA

 Actions

3

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS3	73 Prepare proposals for the Chief Executives Board at the end of October 2025 on how to guide phased implementation of Data Commons	p. 94	"Hosted by a realigned shared service provider, the Data Commons initiative will connect data and statistics across the UN system into one secure backbone, interoperable by design and efficient..."
WS3	74 Scale pooled funding approaches for data to support the Data Commons	p.95	"Building on partnerships such as the Complex Risk Analytics Fund (CRAF'd), we will scale pooled funding approaches for data to support the Data Commons, reduce duplication, and multiply value..."
WS3	75 Pool the know-how of data analysts, engineers, and scientists to support the UN system, the new hubs, humanitarian clusters, and country teams alike	p. 96	"The Data Commons approach will pool the know-how of data analysts, engineers, and scientists to support the UN system, the new hubs, humanitarian clusters, and country teams alike..."



Training and research

Work Package: #17

Leads: ED UNITAR; Rector UNU



Work Package #17: Training and research



Package Lead(s)

ED UNITAR; Rector UNU



Actions

3

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS3	68 Merge UN Staff System College (UNSSC) into the UN Institute for Training and Research (UNITAR)	p. 89	"We plan to merge UN Staff System College (UNSSC) into the UN Institute for Training and Research (UNITAR) with the goal of harmonizing governance, modernizing digital platforms and..."
WS3	69 Integrate UN Research Institute for Social Development (UNRISD) into the United Nations University (UNU)	p. 90	"We plan to integrate UN Research Institute for Social Development (UNRISD) into the United Nations University (UNU). UNIDIR and UNICRI would be consolidated into ODA and..."
WS3	72 Establish a Joint UN System Coordination Mechanism co-led by the UNU Rector and UNITAR Executive Director.	p. 91	"We will systematically link the training and research pillars with each other and with other relevant UN system training and research units to ensure system-wide coherence and avoid duplication."



Funding mechanisms

Work Package: #18

Leads: SA Reform; ASG DCO



Work Package #18: Funding mechanisms



Package Lead(s)

SA Reform; ASG DCO



Actions

4

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS3	76 Launch a pooled funding review, including a review of administrative agent, secretariat, governance and support cost models, as well as partnership arrangements, to ensure pooled funding is...	p. 99	"We will launch a pooled funding review, including a review of administrative agent, secretariat, governance and support cost models, as well as partnership arrangements."
WS3	77 Rationalize the portfolio of pooled funds, with particular focus on the Central Emergency Response Fund, the Peacebuilding Fund, the Joint SDG Fund, and the Country-Based Pooled Funds	p. 100	"As part of our review, we intend to rationalize the portfolio of pooled funds, with particular focus on the Central Emergency Response Fund, the Peacebuilding Fund, the Joint SDG..."
WS3	78 Prepare a proposal on how core funding can become consistently cheaper and more attractive than fragmented approaches, including options to strengthen visibility for core contributors and...	p. 101	"Building on Funding Compact commitments, we will launch an exercise with the aim of ensuring that core funding, like pooled funding, becomes consistently cheaper and more..."
WS2	91 Map existing Funding Compact review mechanisms and integrate discussion into a system-wide management mechanism at least once per year	p. 53.1	"Fully apply all commitments by the UN system through the Funding Compact and strengthen dialogue to this end."



Mandate creation support

Work Package: #19

Leads: USG Policy; USG DGACM



Work Package #19: Mandate creation support



Package Lead(s)

USG Policy; USG DGACM



Actions

3

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS2	80 Prepare an action plan to improve staff support to Member State during mandate creation, based on mapping of existing capacities per mandating bodies and Member State priorities	p. 23.2	"Improve UN Secretariat support for Member States during mandate creation, based on priorities established by Member States"
WS2	81 Prepare an action plan (as part of item 80) to Strengthen support by UN entities to coordinate and promote greater visibility across mandating bodies	p. 23.3	"Strengthen support by UN entities to coordinate and promote greater visibility across the work of mandating bodies"
WS2	83 Prepare an action plan to complement the estimates of programme budget implications (PBI) for new mandates with additional info related to activities across the UN System	p. 29.4	"For new mandates, complement estimates of regular budget expenditures prepared by the Secretary-General (in accordance with rule 153 of the rules of procedure of the General Assembly)..."



UN budget / programme management

Work Package: #20

Lead: CDC



Work Package #20: UN budget / programme management



Package Lead(s)

CDC



Actions

3

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS2	88 Develop actions to strengthen internal strategic oversight of the UN system division of labour at all levels to ensure effective, efficient programmatic and operational support, building on existing reforms	p. 44.1	"Strengthen internal strategic oversight of the UN system division of labour at all levels to ensure effective, efficient programmatic and operational support. This builds upon 2018 reform..."
WS2	89 Develop actions to ensure UN entities review mandate citations in their programmes and budgets so that entities only cite mandates for which they have demonstrable comparative advantages	p. 44.2	"Ensure UN entities review mandate citations in their programmes and budgets so that entities only cite mandates for which they have demonstrable comparative advantages"
WS2	92 Increase use of existing mechanisms to identify opportunities to consolidate and streamline work, incl. recommendations by the SG to terminate specific outputs	p. 60.4	"Increase use of existing mechanisms to identify opportunities to consolidate and streamline work, incl. recommendations by the SG to terminate specific outputs (as per Rule 105.6 of ST/SGB/2018/3)"



System-wide results management

Work Package: #21

Lead: SA Reform



Work Package #21: System-wide results management

Package Lead(s)

SA Reform

Actions

1

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS2	93 Develop an action plan to strengthen and harmonize management for results mechanisms across the UN system, including how results are measured and communicated	p. 67	"Strengthen and harmonize management for results mechanisms across the UN system, including how results are measured and communicated"

Other Work Packages

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Prevention, peacebuilding, peace support

Work Package: #22

Leads: USG DPPA; USG DPO



Work Package #22: Prevention, peacebuilding, peace support (1/2)



Package Lead(s)

USG DPPA; USG DPO



Actions

13

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS3	1 Establish a unified Peacebuilding and Peace Support Office (one ASG to be abolished)	p. 15	"We plan to establish a unified Peacebuilding and Peace Support Office, bringing together existing capacities of peacebuilding, disarmament, demobilization and reintegration..."
WS3	2 Establish a single centre of excellence on Women, Peace and Security, bringing together the DPPA and DPO gender units	p. 16	"We plan to establish a single centre of excellence on Women, Peace and Security, bringing together the DPPA and DPO gender units."
WS3	3 Establish mechanisms – including joint strategies and programmes – to link cross-cutting functions (incl. expertise in data analytics, digital and artificial intelligence)	p. 17	"To avoid duplication, we will establish mechanisms – including joint strategies and programmes – to link cross-cutting functions."
WS3	6 Consolidate two Assistant Secretary-General posts for the Americas, Europe, Asia-Pacific, Middle East into one	p. 19	"We plan to unify leadership within the pillar by consolidating two Assistant Secretary-General posts for the Americas, Europe, Asia-Pacific and the Middle East into one."
WS3	7 Combine the Western and Northern Africa divisions		"In parallel, we plan to combine the Western and Northern Africa divisions, streamlining support across the Sahel, Maghreb and Gulf of Guinea."
WS3	8 Integrate the UN Mission to Support the Hudaydah Agreement into the Office of the Special Envoy for Yemen	p. 20	"Integrate the UN Mission to Support the Hudaydah Agreement into the Office of the Special Envoy for Yemen, in line with Security Council resolution 2786 (2025)."
WS3	9 Streamline and align the UN Office for Central Africa (UNOCA) and the Office of the Special Envoy for the Great Lakes		"Streamline and align the UN Office for Central Africa (UNOCA) and the Office of the Special Envoy for the Great Lakes."
WS3	10 Streamline and align the Office of the Special Adviser for Cyprus with the UN Peacekeeping Force in Cyprus (UNFICYP)		"Streamline and align the Office of the Special Adviser for Cyprus with the UN Peacekeeping Force in Cyprus (UNFICYP) – while preserving the Office's capacity to deliver its mandate."
WS3	11 Rationalize the Office of the United Nations Representative to the Geneva International Discussions (UNRGID)		"Rationalize the Office of the United Nations Representative to the Geneva International Discussions (UNRGID), optimizing staffing resources and streamlining support structures while..."



Work Package #22: Prevention, peacebuilding, peace support (2/2)



Package Lead(s)

USG DPPA; USG DPO



Actions

13

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS3	49 Host regional peace and development advisers in Regional Commissions	p. 66	"Regional peace and development advisers will be hosted by Regional Commissions and will support these coordination mechanisms."
WS3	52 Begin co-locating special political missions with a regional focus and regional peace and development advisers with Regional Commissions serving as physical hosts (or remote participation)	p. 67	"We will begin co-locating special political missions with a regional focus, regional peace and development advisors, with Regional Commissions serving as physical hosts. DPPA and..."
WS3	55 Align surge capacity for peace and security, rule of law, disarmament, demobilization and reintegration, security sector reform, small arms control, mission transitions, prevention of extremist violence, and...	p. 68	"We will consolidate expertise across all pillars at the regional level. Capacities on peace and security, rule of law, disarmament, demobilization and reintegration, security sector reform..."
WS3	58 Integrate peace and development advisory support in all relevant Resident Coordinator Offices to ensure conflict risks are integrated into common country analyses	p. 73	"We will integrate peace and development advisory support in all relevant Resident Coordinator Offices to ensure conflict risks are integrated into common country analyses."



Disarmament

Work Package: #23

Lead: USG ODA



Work Package #23: Disarmament

 Package Lead(s)

USG ODA

 Actions

2

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS3	5 Integrate the UN Institute for Disarmament Research (UNIDIR) into the Office for Disarmament Affairs (ODA)	p. 18	"We plan to integrate the UN Interregional Crime and Justice Research Institute (UNICRI) into the UN Office on Drugs and Crime (UNODC), embedding UNICRI expertise within a..."
WS3	53 Begin co-locating regional disarmament centres, with Regional Commissions serving as physical hosts	p. 67	"We will begin co-locating special political missions with a regional focus, regional peace and development advisors, with Regional Commissions serving as physical hosts. DPPA and..."



Drugs, crime, counterterrorism

Work Package: #24

Leads: USG UNODC; USG OCT



Work Package #24: Drugs, crime, counterterrorism

 Package Lead(s)

USG UNODC; USG OCT

 Actions

3

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS3	4 Integrate the UN Interregional Crime and Justice Research Institute (UNICRI) into the UN Office on Drugs and Crime (UNODC)	p. 18	"We plan to integrate the UN Interregional Crime and Justice Research Institute (UNICRI) into the UN Office on Drugs and Crime (UNODC), embedding UNICRI expertise within a..."
WS3	12 Reinforce cooperation on counterterrorism and violent extremism, with clearer reporting lines, joint planning, and resource mobilization.	p. 22	"We plan to reinforce cooperation on counterterrorism and violent extremism, with clearer reporting lines, joint planning, and resource mobilization. In this context, the Director overseeing the UNODC Terrorism Prevention Branch would also report to the Under-Secretary-General for Counter-Terrorism."
WS3	13 The Director overseeing the UNODC Terrorism Prevention Branch would also report to the Under-Secretary-General for Counter-Terrorism.		



UNAIDS

Work Package: #25

Leads: DSG; ED UNAIDS



Work Package #25: UNAIDS

Package Lead(s)

DSG; ED UNAIDS

Actions

1

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS3	29 Sunset UNAIDS; mainstreaming capacity and expertise into relevant entities of the UN development system	p. 39	"We plan to sunset UNAIDS by the end of 2026. This would entail mainstreaming capacity and expertise into relevant entities of the UN development system in 2027."



Other merger review

Work Package: #26

Lead: SG



Work Package #26: Other merger review

 Package Lead(s)

SG

 Actions

1

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS3	32 Provide support for further analysis on other potential mergers Member States may wish to explore	p. 42	"The Secretary-General stands ready to provide further analysis to Member States on other potential mergers they may wish to explore."



Environment

Work Package: #27

Leads: USG UNEP; ES UNFCCC



Work Package #27: Environment

 Package Lead(s)

USG UNEP; ES UNFCCC

 Actions

1

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS3	35 Undertake a thorough assessment of current arrangements and make proposals on possible structural changes and programme realignments on environmental issues	p. 47	"Environmental issues are growing in importance, and environmental responsibilities are dispersed across UN entities. We will undertake a thorough assessment of current arrangements..."



Other UN Secretariat development realignments

Work Package: #28

Leads: USG DESA; ES ECA; SG UNCTAD



Work Package #28: Other UN Secretariat development realignments

Package Lead(s)

USG DESA; ES ECA; SG UNCTAD

Actions

2

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS3	30 Realign macroeconomic analysis capacities across DESA, UNCTAD, and the Regional Commissions to create a unified "single entry point" for Member States, anchored in joint mechanisms	p. 40	"We will realign macroeconomic analysis capacities across DESA, UN Trade and Development (UNCTAD), and the Regional Commissions to create a unified "single entry point" for Member..."
WS3	31 Realign UN Secretariat support for LDCs, LLDCs and SIDS across DESA, UNCTAD and OHRLLS	p. 41	"We plan to realign UN Secretariat support for least developed countries (LDCs), landlocked developing countries (LLDCs) and small island developing states (SIDS) across DESA, UNCTAD..."



Mandate registries and tools

Work Package: #29

Lead: USG Policy



Work Package #29: Mandate registries and tools

Package Lead(s)

USG Policy

Actions

2

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS2	79 For the UN Secretariat, refine mandates.un.org to serve as sustainable registry; Other entities to build out similar registries for their mandating bodies	p. 23.1	"Accelerate the creation of comprehensive registries of existing mandate texts issued by all mandating bodies"
WS2	82 Develop tools to assist in research for mandate creation	p. 23.4	"Develop tools using artificial intelligence to assist with mandate drafting, including by producing summarized information to enable Member States' decision-making..."



SG reports

Work Package: #30

Lead: CDC



Work Package #30: SG reports



Package Lead(s)

CDC



Actions

4

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS2	84 Assess trends in word-limit compliance and develop an action plan for improvements (as part of item 86)	p. 38.2	"Provide shorter reports and reduce maximum word counts"
WS2	85 Assess trends and patterns in report covering similar issues and contexts (as part of item 86)	p. 38.3	"Combine reports covering similar issues and contexts wherever feasible"
WS2	86 Constitute a cross-departmental working group to develop an action plan for improvements in reporting format options for different types of information requests	p. 38.4	"Introduce different report formats based on needs and content type; first reports could be longer followed by shorter updates, visual dashboards, in-person briefings or other formats"
WS2	87 Display per-report download counts on UN ODS and UN Digital Library pages for each document	p. 38.5	"Publish download statistics for all reports to inform further discussions on reporting practices"



UN Secretariat efficiencies and improvement

Work Package: #31

Leads: USG DMSPC; USG DOS



Work Package #31: UN Secretariat efficiencies and improvement

Package Lead(s)

USG DMSPC; USG DOS

Actions

2

WS ¹	# Indicative Action (A) ²	Para ³	Para. Reference Text (extract) ⁴
WS1	94 Implement other actions from Phase I of the Working Group on Efficiencies, as per Rev. estimates for programme budget 2026 and support account for 25/26, not included in or relevant for WP#14		
WS1	95 Implement other actions from Phase II of the Working Group on Efficiencies, not to be included in or relevant for WP#14		

Annex

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Endnotes

- 1 **WS:** Workstreams of the UN80 Initiative: (1) efficiencies and improvements in the UN Secretariat; (2) mandate implementation review; and (3) UN system-wide structural changes and programme realignments.
- 2 **Indicative Action (A):** Indicative action items based on reference paragraphs in the Secretary-General's reports on UN80 Initiative.
- 3 **Para:** Paragraph number in the Secretary-General's reports from which the indicative activity was extracted from.
- 4 **Para. Reference Text** (extract): Extracted paragraph texts from the Secretary-General's reports from which the indicative activity was sourced from.