

Management Review of Significant Risk and Control Issues, 2020



* Merging two areas of risk from 2019: **IT Governance, control, and cybersecurity** (improve data management); and **Beneficiary management** (improve business ownership and use of technology, personal data protection)

Sampling of Responses

"Leaders need to be given more tools to address performance problems."

- HQ respondent

"Tone-at-the-top needs to be supplemented by tone in the middle management so that reinforcement trickles down the hierarchy. Accountability to be enforced for such middle level managers actions by top management."

- CO respondent

"COs would benefit from a unified regional or corporate approach to ...beneficiary management solutions."

- RB respondent

"As the strategic importance and maturity of approach to technology across [WFP] is elevated, it is critical that WFP [offices] make digital an explicit part of their planning process...."

- RB respondent

"The COVID-19 pandemic has enabled the CO to properly test the workability of the BCP measures..."

- CO respondent

"Remote monitoring should now be institutionalized and a permanent feature of our monitoring landscape..."

- RB respondent

"There were new challenges brought about by the COVID-19 pandemic, but actions taken ... ensured that the CO was able to keep the operations going".

- CO respondent

"...with limited process monitoring and field visits due to COVID-19, managing NGO partners has become harder in 2020. In some countries, remote monitoring was adopted even for process monitoring..."

- RB respondent

"WFP's emergency response DNA & funding model have made it difficult to be proactive in planning the right workforce required in the future..."

- RB respondent

Material Incidents included in the Management Review of Significant Risk and Control Issues, 2020

WFP is strengthening controls in six countries as a result of material events that took place in 2020:

- **Democratic Republic of the Congo:** cooperating partners, food safety and quality;
- **Somalia:** duplicate beneficiary records, food diversion, storage-related damage;
- **South Sudan:** security incidents, airdrop accident, damaged food delivery;
- **Haiti:** large-scale asset reconciliation;
- **Nigeria:** increasing security incidents; and
- **Mali:** voucher loss.