



Risk Management Division

Annual Session of the WFP Executive Board

Item 7 d) Management Review of Significant Risk and Control Issues, 2024

June 2025



World Food
Programme

SAVING
LIVES
CHANGING
LIVES

Management Review of Significant Risk and Control Issues, 2024

The Executive Director's Assurance Exercise concluded in December 2024 with **96% submission rate** by the deadline.

Enhancements to the 2024 Executive Director's Assurance Exercise included:

- Launched **one month earlier** compared to previous years, in response to feedback from participants, in order to alleviate the end-of-year reporting burden.
- Further integration of the **Global Assurance Framework** standards and minimum measures in close consultation with HQ functions.
- **Critical gaps addressed**, on topics such as security, humanitarian access, monitoring of government assistance, protection & accountability, incident escalation, partnerships & resourcing, and reputational risk.

Risk and control challenges prioritized in the Management Review for further attention:

Carry-over issues	Talent management and workforce planning	Workplace culture and conduct	NGO management	Identity management and IT solutions	Monitoring (re-emerging)
Emerging issues	Resource mobilization and donor relations	Supply chain and delivery	Programmatic partnerships and host government engagement	Transformation and change	

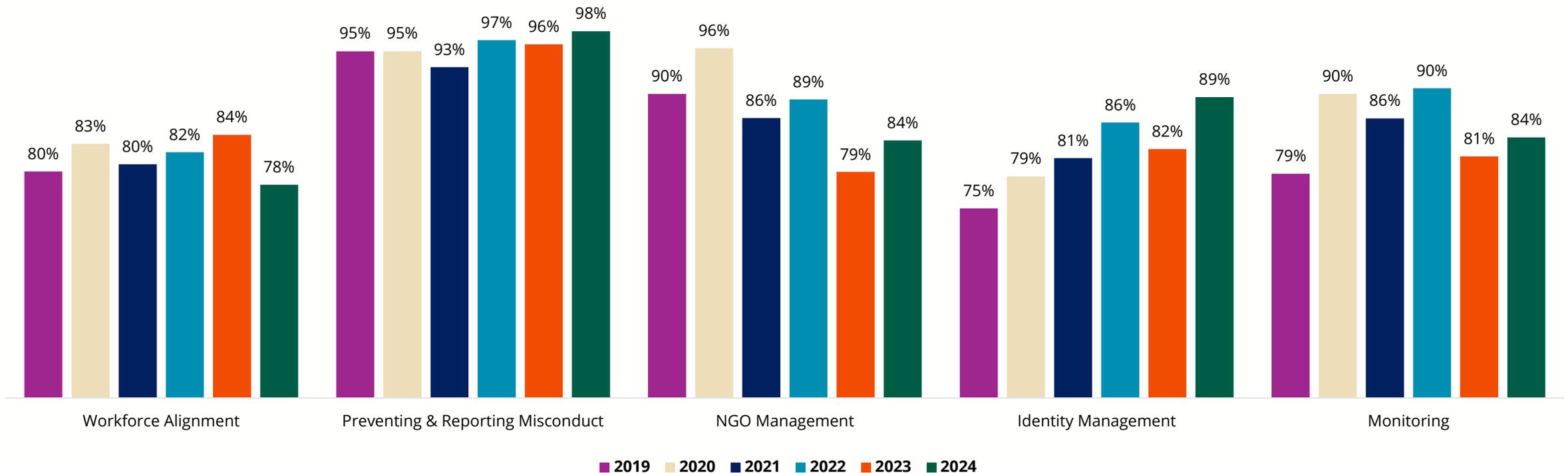
2024 Management Review: Global trends across all country offices (CO) and regional bureaux (2019-2024)

Trends show which areas are doing particularly well and which may need strengthening.

CO respondents **increased** their self-assessment in **Identity Management** (+7%). **Preventing and reporting misconduct** remains high at 98% in 2024.

Results slightly improved in **Monitoring** (+3%) and **NGO management** (+5%). Yet these areas still **lag behind** in terms of maturity (both at 84% in 2024).

Self-assessments **decreased** in **Workforce alignment** (-6%). This may reflect restructuring necessitated by the global drop in funding.



2024 Management Review: Material events

WFP is strengthening controls in 13 countries in response to material events that took place in 2024:

- **Burkina Faso:** security and **looting incidents**, commodity losses, **food safety and quality [Corn Soya Blend SuperCereal++ (CSB++)]**;
- **Central African Republic:** food diversion;
- **Chad:** stock discrepancies, **food safety and quality (CSB++)**;
- **Democratic Republic of Congo:** security and **looting incidents**, food safety and quality, **fraud, food diversion**, United Nations Humanitarian Air Service (UNHAS) incidents;
- **Ethiopia:** **food diversion incidents**, food safety and quality issue, negative media attention;
- **Kenya:** **food safety and quality (CSB++)**;
- **Mozambique:** security and **looting incidents**, food safety and quality;
- **Myanmar:** financial losses;
- **Niger:** food losses, reputational damage, **access issues**, reconciliation discrepancies;
- **Nigeria:** security and **looting incidents**, food losses, food diversion;
- **Somalia:** **fraud incidents**, food safety and quality;
- **South Sudan:** **fraud**, significant **food losses; food diversion**; and
- **State of Palestine:** security and **looting incidents, threats on humanitarians**, commodity losses.

Risk management is forward looking, but we learn from incidents and adapt our control environment accordingly.