



## Executive Board First Regular Briefing with the Risk Management Division

### Risk Management Division

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5 May 2026



World Food Programme

SAVING LIVES  
CHANGING LIVES

# Agenda

**A.** CRO Strategic Update (*includes operational and corporate developments*)

**B.** Implementation of Independent Oversight Recommendations

**C.** Management review of significant risk and control issues, 2025

# Agenda item A

CRO Strategic Update *(includes operation and corporate developments)*

# CRO Strategic Update

## OPERATIONAL

Recent Country Director meetings in APARO,  
LACRO, MENAEERO, ESARO, WACARO

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Middle East situation

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Recent Risk Escalations

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Increased attention to Management Oversight  
and Assurance

## CORPORATE

2026 Operational Risk Register Exercises

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Bi-annual Programme of Work –  
ERM Policy Update – APPROVED

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R2 modules ready

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2027 PSA Budget planning & preparation

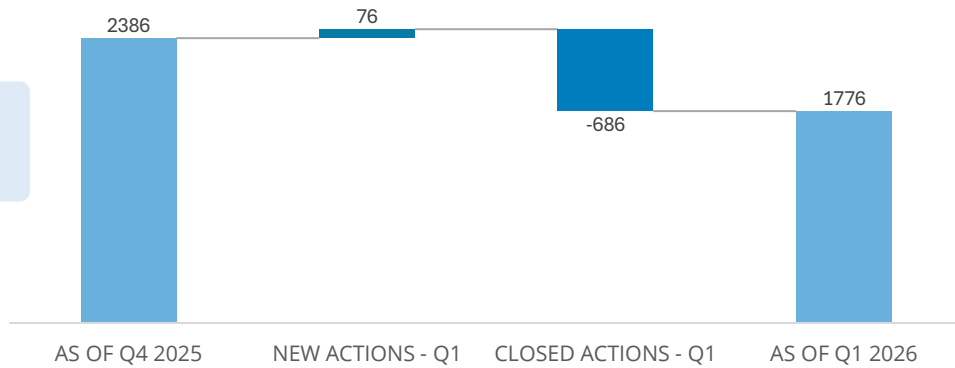
# Agenda item B

Implementation of Independent Oversight Recommendations

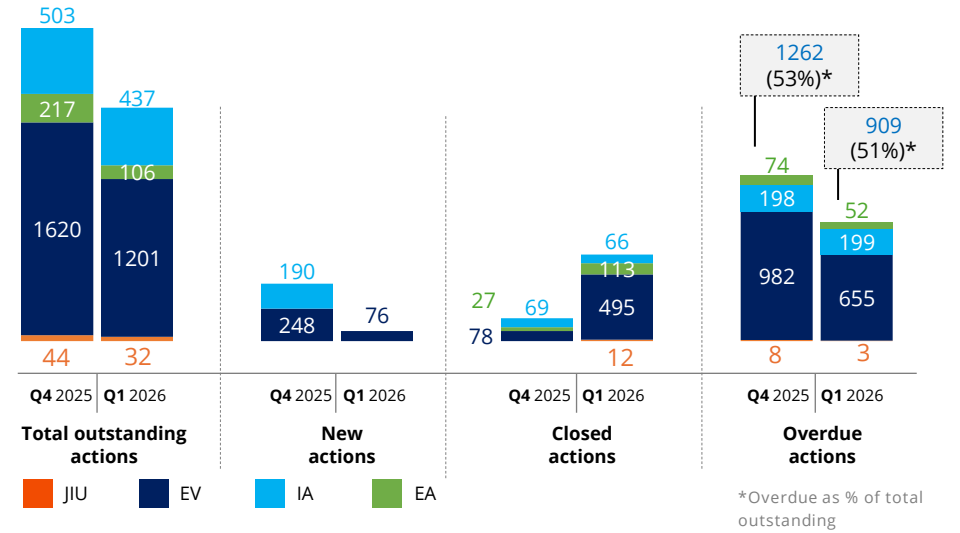
# Oversight Actions Summary - Q1 2026

<b>EA</b>	External Audit	<b>EV</b>	Evaluation
<b>AAA</b>	External Audit Audited Annual Accounts	<b>IA</b>	Internal Audit
<b>ML</b>	External Audit Management Letters	<b>JIU</b>	Joint Inspection Unit

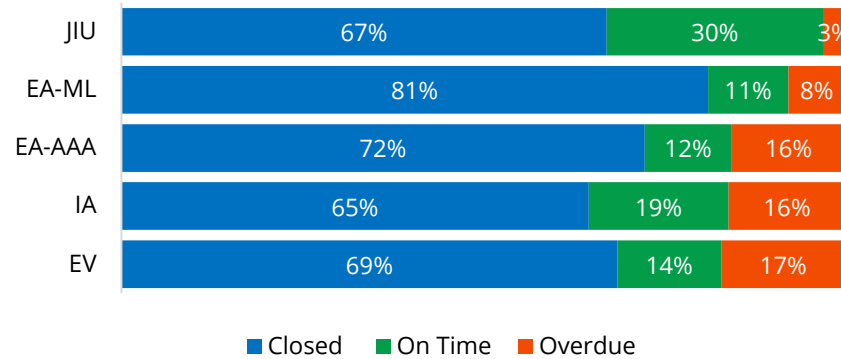
Quarter movement



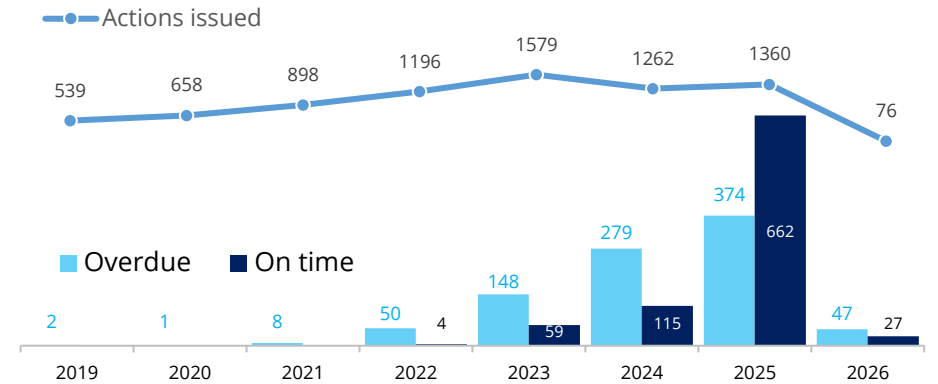
Q4 2025 vs Q1 2026



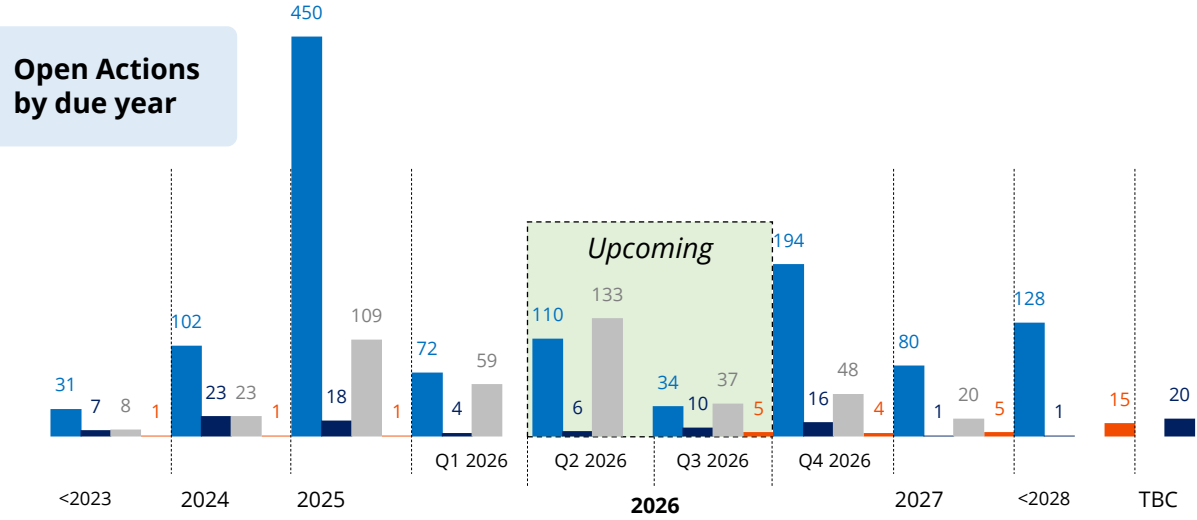
Overall Status since 2022



Outstanding oversight actions by year of issuance

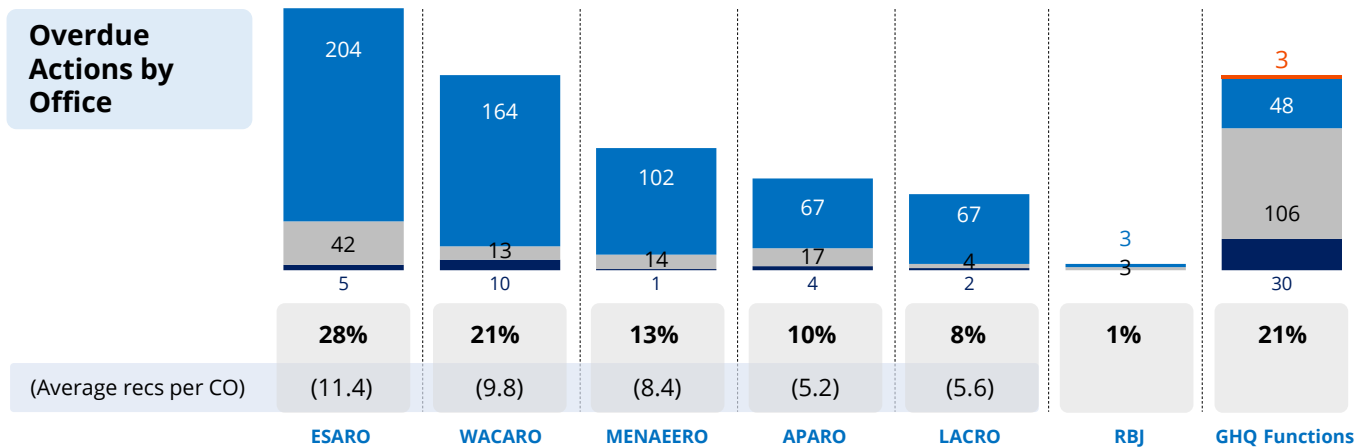


# Oversight Progress - Q1 2026



## Updates:

- overall progress in the implementation of outstanding actions in Q1 2026.
- that **909 overdue actions, including 506 or 56% high-priority; and areas where risk remains open due to delayed implementation.**
  - ~72% relate to programme implementation, CSP design and internal capacity enhancement in the areas of M&E; government capacity strengthening; and partnerships and policy dialogue.
  - ~17% relate to control/compliance gaps concentrated in ICT, ERM, AAP, logistics and security access; reflecting need for stronger planning and oversight, and better system/tools integration.
- that overdue actions are concentrated in a limited number of offices and functions, allowing for more targeted management attention.
- that survey work undertaken by RMD indicates that delays are driven by a combinations of **capacity and funding constraints, recommendation design issues, ownership gaps, and external dependencies.**



## Strengthening remediation delivery through targeted actions

- **identify and prioritize key actions for 2026**, aligned to available delivery capacity and the ongoing budget planning process.
- **challenge third-line recommendations at the outset**, to avoid unnecessary or overly broad actions and ensure that agreed remediation is targeted, proportionate and realistic given capacity constraints.
- **Implement more targeted follow-up on the highest-priority overdue actions**, particularly where delays continue to leave material residual risk open.

# Agenda item C

Management review of significant risk and control issues, 2025

# Executive Director Assurance Exercise, 2025

**125** Global Managers responded across Country Offices and GHQ

84 Country Offices  
41 Global HQ Organizational Entities

**20** Process Areas

**191** Questions

**12** Corporate Risk Areas Represented

## Key enhancements

Updated scope and questions aligned with **corporate control standards**

Alignment with **OIGA process categorization**

Transition to a **risk-based scoring model** consistent with corporate risk categories

Targeted coverage of **critical gaps** in logistics, food safety and quality, procurement and management services

New **R2 system** based on the Salesforce platform, to support greater integration across the Risk Management Lifecycle

## Analytical Approach

- RMD has developed a **new methodology** that leverages the DOTS architecture to integrate, cleanse, and structure the raw response data
- Emerging EDA patterns were **systematically triangulated** with audit and oversight observations for increased consistency of results
- Management Review analysis was streamlined into a more **evidence-based structure** to support prioritization of significant risk and control areas.

# Management Review of Significant Risk and Control Issues, 2025

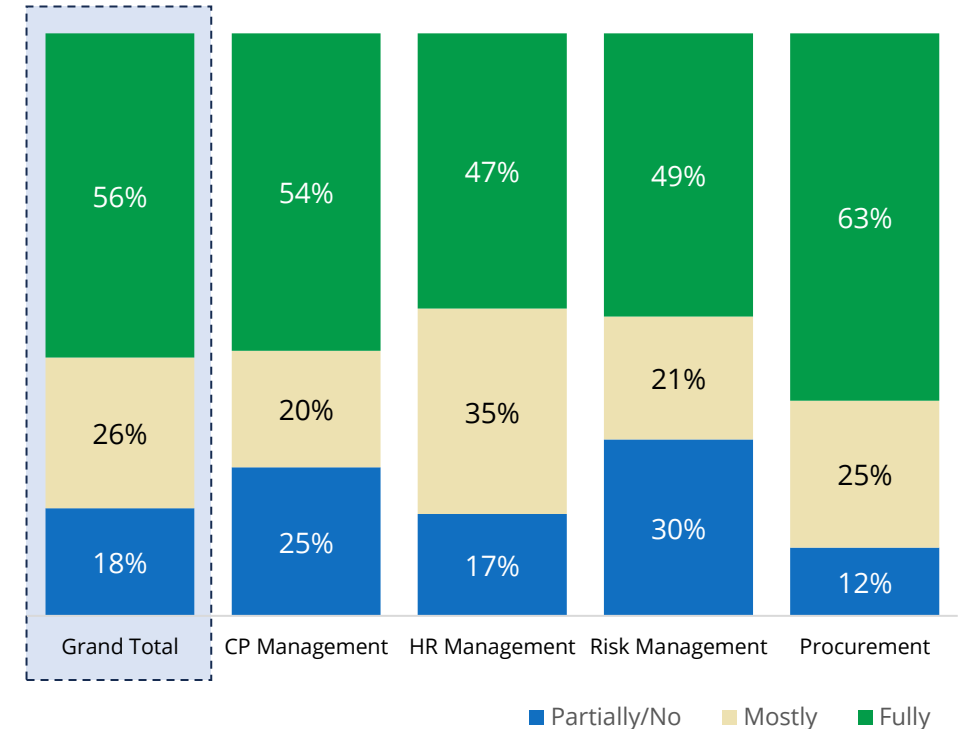
## 4 process areas prioritized for management attention:

<b>1. Cooperating Partner Management</b>	Insufficient staffing, structure and skills	Partner capacity constraints	Digitization and assurance development
<b>2. Human Resources Management</b>	Workforce capacity and stability	Talent attraction, retention and continuity	HR systems, processes and performance management
<b>3. Risk Management</b>	Sustainability of risk management practices under capacity constraints	Risk information and follow-up: decision-making, monitoring and accountability	Operational readiness and control resilience
<b>4. Procurement</b>	Supplier capacity and performance evaluation	System transitions and planning gaps	Capacity constraints and organizational transitions

## Analysis of global assurance areas:

1. Targeting
2. Identity Management (IDM)
3. Monitoring
4. Protection and Accountability to Affected People (AAP)
5. Logistics

## Self-assessed control effectiveness (2025)



\*Grand Total, HR Management and Risk Management coverage includes all EDA respondents (125 offices), while CP Management and Procurement coverage applies to country offices only (84 offices).

# 2025 Management Review: Main risk and control challenges

Voices from the field and HQ in the 2025 EDA

## CP management

“The most significant challenges in this process area are primarily related to limited dedicated staffing and capacity constraints for managing both NGO and government partners.”

“Some Cooperating Partners continue to face financial, administrative, and technical capacity limitations, which contribute to delays in submission of financial reports and inconsistent compliance with established requirements.”

- CO respondents

## HR management

“The most significant challenge is the lack of visibility and predictability of funding levels. It is important that WFP creates a strong employer brand [...] to attract talent that shares the organization’s vision and values. WFP should also invest in proactive recruitment by building talent pipelines and maintaining relationships with potential candidates”

“The staff reduction in 2025 has had a direct impact on the productivity of remaining personnel, who have had to absorb additional responsibilities. This was further compounded by the loss of critical skills, leaving gaps in expertise that affected operational efficiency.”

- HQ & CO respondents

## Risk management

“Despite the significant risk management and assurance progress and efforts, there are still few assurance gaps, due to reduced limited capacities, competing priorities and new emerging risk management and corporate requests. Capacity constraints persist due to limited resources for audits, evaluations and compliance missions, compounded by budget restrictions and staffing reductions that affect the overall oversight and compliance capacity.”

- HQ respondent

## Procurement

“The most significant challenges this year have been associated with the transition to the Smart Sourcing platform. While we acknowledge that every change involves a learning curve, we have encountered functionality issues within the platform that have led to delays and required ticket escalations. These challenges have impacted our ability to respond promptly to procurement needs for the office’s execution plans and have resulted in rework for the team, requiring additional time for escalation and case follow-up..”

- CO respondent

# Management Review highlights: Assurance Themes (2023-2025)

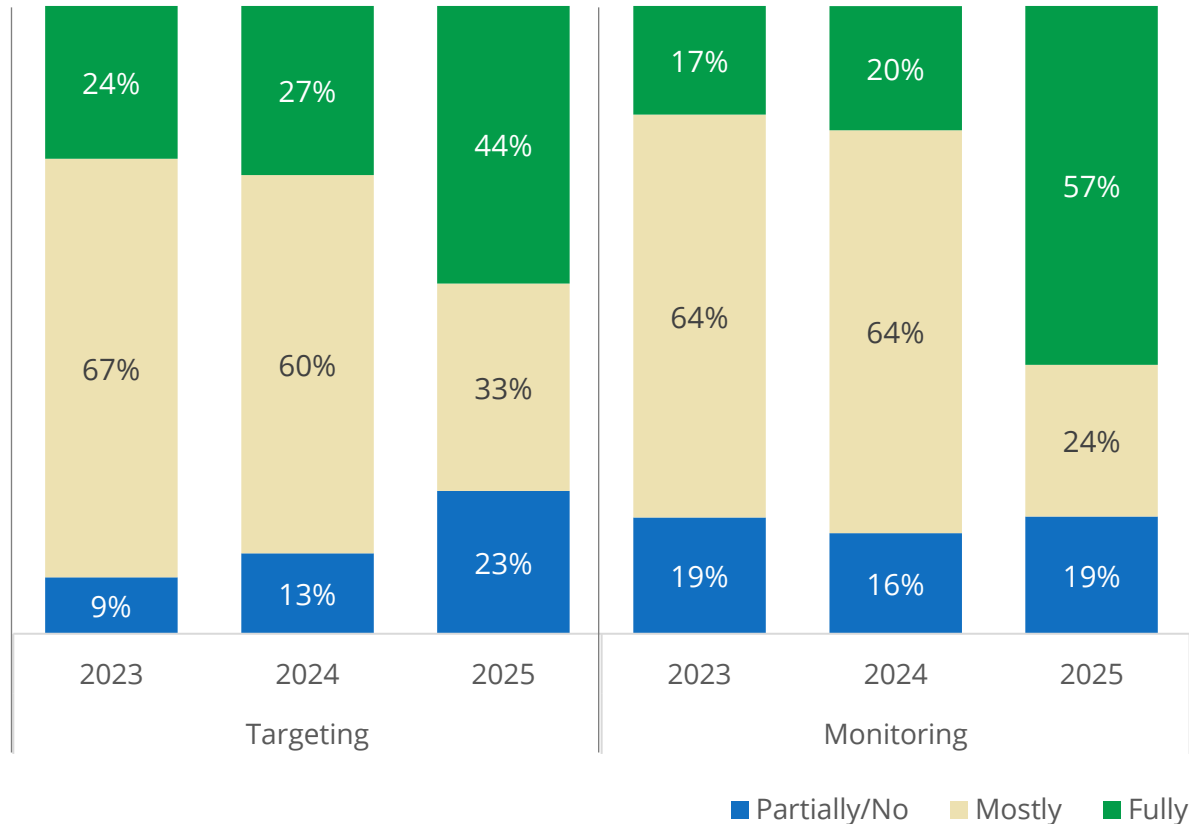
## Progress on the 2026 roadmap

### Targeting

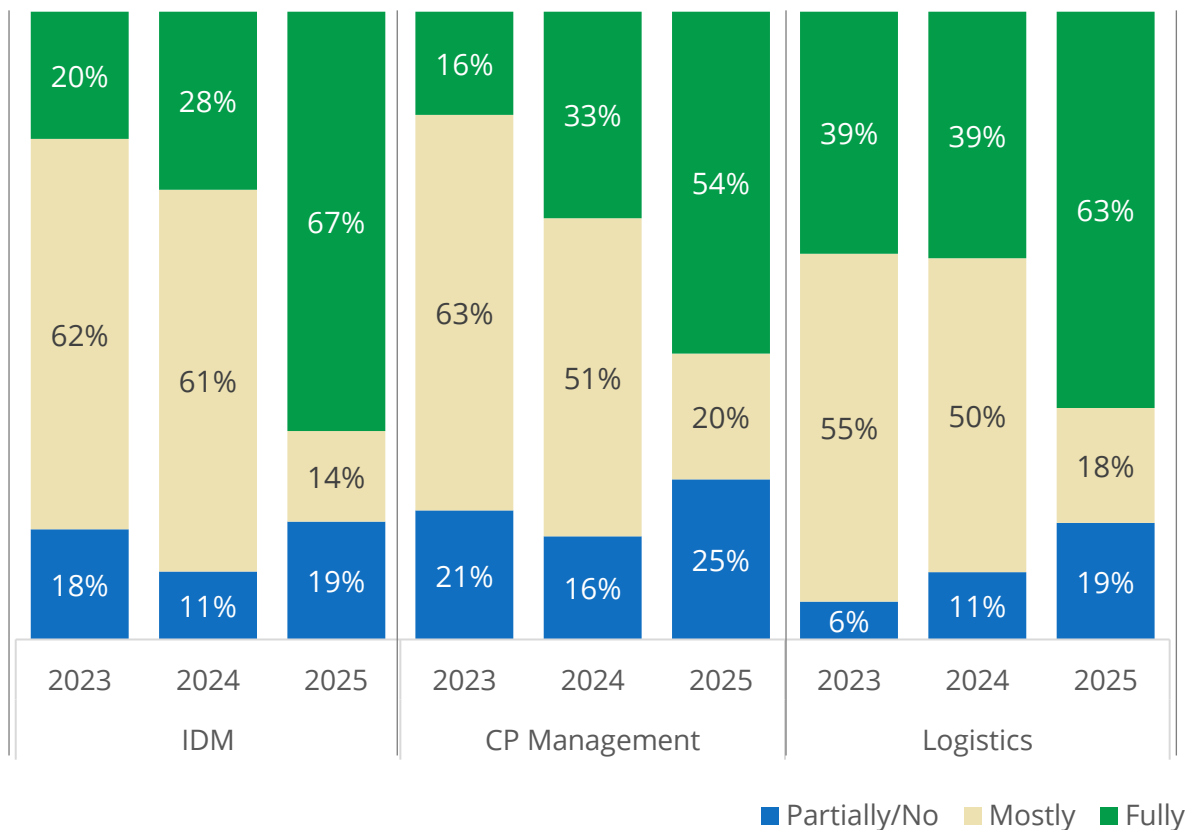
- **Targeting Assurance Framework (TAF)** – Roll out to all COs with quarterly self-assessment and roadmaps
- **Digital Integration** – Joint note on Targeting & Registration in emergencies published.
- **Geographic Targeting (GeoTar Innovation)** – design, methodology and initial model finalized
- **Capacity Building of Local Partners** – integrated as assurance benchmark in the TAF

### Monitoring

- In 2025, **15 targeted high-risk COs fully deployed Remote Programme Monitoring (RPM)** – **11 COs plan to continue RPM in 2026** with local funds
- **16 COs** have been onboarded onto the **integrated Issue Escalation & Case Management System** (SugarCRM Version 3)



# Management Review highlights: Assurance Themes (2023-2025)



## Progress on the 2026 roadmap

### IDM

- **Assurance standards** are being rolled-out to all COs
- **Integration and rollout of corporate tools** such as **SCOPE In-Kind (31 COs)** and **CP Stock Management** finalized.

### CP management

- Roll out of **Partner Connect** digital assurance to **49 COs**, with enhancements ongoing including **Spot Check Module**.
- **Capacity Strengthening Strategy** for local NGOs approved
- CO guidance issued on **FLA amendments & long-term agreements**
- **Government partnerships assurance framework** and minimum requirements under design

### Logistics

- Roll out of **CP Stock Management solution** (implemented by **44% of COs**) and digitalised stack cards (**63% of COs**).
- Functionality expansion for the **Logistics Agreement (LA Tool)** launched in February 2026.
- **NFI solution pilot** planned in 6 countries.

# Looking ahead



## Q1 2026

- CRO Strategic Update
- Updates on Corporate Risk Register (CRR)
- Present the JIU (Joint Inspection Unit) status report
- Oversight recommendations Status report
- Update on Mainstreaming Assurance



## Q2 2026

- CRO Strategic Update
- Oversight recommendations Status report
- **ED Assurance outcomes**
- **Management Review**
- Board reports for June – to be covered in the CFO Seminar (6 May) and the Round table on Evaluation Reports and Management Responses (13 May)



## Q3 2026

- CRO Strategic Update
- Updates on CRR and ORR
- Oversight recommendations Status report
- **Update on the WFP ERM Policy**
- Updates on Assurance
- Management response to the Summary Field Report of the External Auditor

**Thank you.**