



World Food
Programme

SAVING
LIVES
CHANGING
LIVES

WFP Global Assurance Project

Consolidated Before and After Reports by Higher Risk Operations

May 2025

Contents

Introduction	3
Before and After Reports (alphabetically):	
<u>Afghanistan</u>	<u>4</u>
<u>Algeria.....</u>	<u>6</u>
<u>Bangladesh.....</u>	<u>8</u>
<u>Burkina Faso.....</u>	<u>10</u>
<u>Cameroon.....</u>	<u>12</u>
<u>Central African Republic</u>	<u>14</u>
<u>Chad.....</u>	<u>16</u>
<u>Colombia</u>	<u>18</u>
<u>Democratic Republic of the Congo</u>	<u>20</u>
<u>Egypt.....</u>	<u>22</u>
<u>Ethiopia.....</u>	<u>24</u>
<u>Guatemala.....</u>	<u>26</u>
<u>Haiti.....</u>	<u>28</u>
<u>Lebanon.....</u>	<u>30</u>
<u>Madagascar.....</u>	<u>32</u>
<u>Mali</u>	<u>34</u>
<u>Mozambique</u>	<u>36</u>
<u>Myanmar</u>	<u>38</u>
<u>Niger</u>	<u>40</u>
<u>Nigeria</u>	<u>42</u>
<u>Palestine</u>	<u>44</u>
<u>Pakistan</u>	<u>46</u>
<u>Somalia.....</u>	<u>48</u>
<u>South Sudan.....</u>	<u>50</u>
<u>Sudan.....</u>	<u>52</u>
<u>Syria</u>	<u>54</u>
<u>Uganda</u>	<u>56</u>
<u>Ukraine</u>	<u>58</u>
<u>Yemen.....</u>	<u>60</u>
<u>Zimbabwe.....</u>	<u>62</u>
<u>Acronyms.....</u>	<u>64</u>

Introduction

The World Food Programme's (WFP) top priority is **ensuring that the right people receive the assistance they are eligible for safely, in full and without interference**. This commitment is crucial for maintaining accountability to the people WFP serves and demonstrating responsible stewardship of entrusted resources. However, operating in some of the world's most challenging and complex environments, characterized by conflict, natural disasters, and limited access, exposes WFP to significant risks, including **fraud, corruption, and the diversion of aid**.

In April 2023, the Executive Director launched a **"whole-of-organization" approach** to strengthen assurance and internal controls across the organization. The primary aim of the Global Assurance Project was to enhance and ensure **"end-to-end" assurance and internal control measures** for all operations, and higher-risk operations as a priority.

As an initial step, WFP **identified 30 higher-risk operations¹** through a rigorous processing considering the country office's own assessment, operational constraints, early warning indicators, risk registers, fraud and corruption assessments, oversight and evaluation reports and recommendations, amongst. While work in these areas was already ongoing, the project accelerated efforts and focused on enhancing assurance mechanisms in high-risk contexts.



The higher-risk country offices took **ownership for identifying gaps in assurance measures**, updating their risk registers, conducting fraud risk assessments, and creating costed augmented assurance plans for implementation tailored to the specific risks and operational contexts.² In 2024, country offices reported implementation progress against project criteria and normative standards on a quarterly basis.

Notable **challenges** to implementation included operating in high-risk and access-constrained environments, driving cultural change towards a stronger assurance mindset, balancing localization with adherence to global standards and addressing staffing and capacity constraints.

As part of the comprehensive lessons learned exercise, higher-risk country offices reflected on the impact and importance of enhanced assurance on operations across the five focus areas: targeting, identity management, monitoring, community feedback mechanisms, cooperating partner management, and commodity management. This report consolidates the **"Before & After"** reports from each of the higher-risk country offices, emphasizing the changes implemented and the enhanced assurance achieved.

¹ WFP initially prioritized its 31 highest-risk operations for implementation in 2024, which included Afghanistan, Algeria, Bangladesh, Burkina Faso, Cameroon, Central African Republic, Chad, Colombia, Democratic Republic of Congo, Egypt, Ethiopia, Guatemala, Haiti, Lebanon, Madagascar, Mali, Mozambique, Myanmar, Niger, Nigeria, Palestine, Pakistan, Somalia, South Sudan, Sudan, Syria, Uganda, Ukraine, Yemen, Zimbabwe. The Libya operation was de-prioritized due to country office downsizing and change in operational focus.

² These country offices collectively represented 87 percent of the unconditional resources transfers made by WFP in 2024, or 70 of the 80 million beneficiaries reached.

WFP AFGHANISTAN ASSURANCE PROJECT

BEFORE & AFTER



FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR RELIEF ACTIVITIES

BEFORE

AFTER



TARGETING

- Major scale-ups and resource-driven scale-downs since 2022 have highlighted the **necessity for enhanced oversight** in the targeting process.
- The targeting process **required a fully digitized system to enhance efficiency** and simplify in monitoring **inclusion and exclusion errors** throughout targeting process in **alignment with the established targeting SOP and guidance**.
- The **utilization, and storage of targeting data can be further refined** to establish a more efficient process for registration, enabling enhanced future targeting and comprehensive analysis.

- The CO has adopted encrypted **MoDa** as the sole platform for collecting raw data, streamlining processes and ensuring data consistency. The **entire targeting process was digitized in 2023**, enhancing data accuracy, quality, and integrity, and ensuring readily accessible, real-time information; and documentation of assessment of beneficiaries at each step according to the CO's Targeting SOPs.
- The process for identifying **inclusion and exclusion errors** was refined, with additional guidance and extensive training provided to CPs and TPMs. Furthermore, the digital targeting system now records inclusion / exclusion errors, allowing for close oversight and follow up.
- In 2024, CO enhanced the **linkages between targeting and registration process** through matching targeted households with existing beneficiary lists in SCOPE, this allows for end-to-end beneficiary tracking and the utilization of historical data to inform programme design and prioritization efforts.
- The **new SOPs** were developed through a Technical Working Group and endorsed by the Targeting Steering Committee chaired by CO management, ensuring that the procedures were comprehensive and aligned with the operational needs and strategic goals.



IDENTITY MANAGEMENT

- Lack of ID documentation** in the country made it difficult to identify beneficiaries.
- Cash-based transfers were managed digitally using SCOPE, but **In-Kind distributions** were only partially digitalized.
- Limited system integration and functionality** hinder a centralized, reliable beneficiary registry and effective deduplication. **Personal data** collection was hampered by restrictions from de facto authorities.

- The CO assessed **ID document availability** and relied on biometrics to identify unique beneficiaries. CO focused on data quality controls to facilitate biographic deduplications where biometric collection is not possible.
- The management of in-kind and cash-based transfers was **fully digitalized**, using SCOPECARD light and SCOPECARD with biometric or PIN authentication for redemptions.
- A **data pipeline** between MoDa and SCOPE was established to match targeting data with existing SCOPE data, limiting multiple registrations and preventing duplicates at source.
- Significant improvements were made in **establishing a robust IDM culture**, including the implementation of comprehensive tools, processes, and SOPs.
- The CO achieved a **90% IDM benchmarking score**, with ongoing efforts to integrate systems for end-to-end reconciliation of food distributions including piloting SCOPE for In-Kind. All CBTs are digitally managed and reconciled.



MONITORING

- MMRs have encountered some challenges** due to the high volume of activity sites and security concerns following the operational scale-up. The tracking of MMRs was conducted in a decentralized manner with some inconsistency in approaches.
- The **increased number of TPM workforce**, driven by restricted access and security concerns, has highlighted the necessity to further enhance oversight of TPM to effectively mitigate risk and maintain quality assurance standards.

- Centralized Monitoring System/tool** was developed by CO M&E team to centrally manage all site selection and coverage tracking for monitoring activities in accordance with corporate MMRs. Site selection approach is now aligned across all 6 area offices with MMRs.
- Beyond WFP's MMRs, CO introduced **an additional risk-based monitoring approach to increase monitoring frequencies in high-risk areas** based on historical data from monitoring, CFM, and other sources. Activity sites identified as high-risk will be monitored daily throughout distribution periods until risk level decreases.
- A **Monitoring and TPM strategy was developed** to improve oversight and quality assurance. Several initiatives were rolled out including TPM staff rotation, enhanced field oversight on TPM, and tracking TPM deployment and data quality control.

MONITORING Cont.

- The use of monitoring data can be **optimized by integrating it with additional sources** to enhance programmatic risk mitigation efforts.

- Data utilization** was improved through joint CFM and monitoring analysis, leading to better programmatic risk identification and mitigation. **Joint analysis was presented monthly** through monitoring and CFM meetings to **management and key programme units, highlighting key findings** to inform decision-making.
- Interim system was deployed for monitoring issue escalation**, while the roll-out of SugarCRM is in progress with HQ.



COMMUNITY FEEDBACK MECHANISM

- CFM and process monitoring issue escalation, analysis, and reporting were **separated**.
- CFM relied mainly on a hotline, with an insufficient number of **in-person channels** available.
- Limited capacities** on the ground and **not-fully-streamlined procedures** for case verification and follow-up affected the timely and effective handling and resolution of certain CFM cases.

- Integrated CFM-Process Monitoring analysis** was achieved, producing regular integrated analysis on major programmatic and operational issues directly contributing to informing decision-making and reporting.
- Help desks** operated by CPs were strengthened and systematized through technical guidance, capacity strengthening, and digitalized case intake and escalation procedures, which led to more diversified, accessible and integrated CFM channels.
- Capacity gaps** were addressed through recruitment of PGAAP positions at Area Office level, enhanced capacity strengthening efforts, and revised case handling procedures, which led to more effective and timely verification and resolution of issues.



COOPERATING PARTNER MANAGEMENT

- In 2022, the CPM Unit was formalized with two dedicated staff members, laying the foundation for structured partner management. In 2023, the unit was further strengthened with two additional hires to drive key initiatives.
- The CP selection process was decentralized to the Area Offices. The April 2024 CP Management SOP centralized the process to the CO's CPM unit, with proper coordination and consultation with the relevant Sub-Offices and Area Offices. CPM piloted a competitive process in UNPP in 2023 for upscaling in 2024.
- Following the fall of the Republic in 2021 and the takeover of the DFA, Afghanistan experienced a significant loss of professional expertise ("brain drain"). During this period, capacity-building efforts for CPs were primarily focused on operational topics. Country Office-Area Offices joint performance evaluations were introduced in 2022. CP oversight was still in the early stages of development, with spot checks conducted on a case-by-case basis and without a fully standardized or risk-based framework in place. In April 2024 a CPM SOP formalized oversight practices, introducing a three-tiered, risk-based spot check framework.
- Limited resources** and bandwidth hindered effective implementation of assurance-related activities.

- The **CO investment** in developing a CPM unit resulted in initiatives including strengthening CP oversight and implementation of UNPP. A CPM SOP was also finalized, standardizing processes across the partnership lifecycle.
- In Q2 2024, the **UNPP was adopted** for competitive call for proposals launched and reviewed by the CO through close coordination and consultations with the Area Offices.
- In 2024, a **comprehensive training package** was rolled out, covering thematic areas from Activity Managers, cross-cutting units, and the People-Centered Approach.
- A **risk-based approach** now guides oversight, with high-level spot checks targeting approximately 20% of active CPs. These reviews are conducted by cross-functional teams from both the CO and Area Offices, using a standardized checklist jointly developed by the relevant units (Programme, Finance, Supply Chain, etc.).
- 360 performance evaluations** were conducted, giving CPs an opportunity to provide feedback on WFP's performance from the programmatic, financial, logistical and operational perspectives
- The CPs' **performance evaluation process** was strengthened and streamlined by making it cross-functional and interactive between CO and Area Offices as well as the CPs.
- The Augmented Assurance Plan helped **further align CPM activities** with corporate standards and address gaps.
- The implementation of the **PSEA Capacity Assessment** and the UNPP PSEA module significantly improved the oversight and management of NGO CPs in Afghanistan. It has ensured that partners are equipped to prevent and respond to sexual exploitation and abuse, thereby enhancing the protection of beneficiaries and staff. Despite the positive impact, there are challenges related to the integration of the PSEA module with other reporting tools and systems.
- The CO has opted to delay the full implementation of Partner Connect until the reporting module is fully developed to avoid creating parallel reporting systems and increasing the burden on monitoring and evaluation teams.



SUPPLY CHAIN

- Limited Supply Chain visibility** on the hand-over to CPs and the last mile delivery.
- Backlog in monthly dispatch data and CP inventory levels leading to a **lack of real-time information** and difficulties in reconciliation and planning due to lack of CP capacity..
- CPs faced **challenges in inventory management** and gaps in basic storage & FSQ practices.
- Frequent food quality incidents occurred due to **challenges in upstream controls** and weak supplier and inspection companies' capacity.

- Roll out & training of the LESS Last Mile App was finalized, **achieving over 90% usage rate**. CPs became more familiar with using the app, improving real time visibility, commodity tracking and accountability.
- Monthly physical inventory counts** in WFP warehouses further strengthened internal controls and compliance. CPs received **logistical & FSQ training**, significantly enhancing their intermediate storage and transport practices. The one-off external physical inventory inspection confirmed the same and revealed no differences between system and physical stocks.
- Enhanced food quality assurance and supplier oversight** were achieved through audits, upstream quality management, suppliers/inspection trainings, and diverse lab testing capacity. This resulted in a reduction of 80% in food quality incidents.

FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR RELIEF ACTIVITIES

BEFORE

AFTER



TARGETING

- The **targeting design and implementation** were not fully operational. WFP partners relied on Current Operating Procedures as the official guidance for targeting activities.
- The **SOPs for targeting** were still under development. In the absence of finalized SOPs, partners carried out community-based targeting without formal documentation, based on the assumption that most Sahrawi refugees were vulnerable and in need of assistance. This process was managed independently by partners, with limited involvement from WFP.
- Recognizing the need for alignment, WFP organized several targeting workshops prior to the development of the SOPs and the GAP to **raise awareness among partners about WFP standards and expectations**, and to lay the groundwork for a harmonized approach moving forward.

- A **WFP Algeria country-specific targeting SOP** was developed and jointly, technically validated by partners, WFP Algeria, and regional level to ensure compliance with WFP corporate standards but remains context-specific and addresses the different challenges.
- Due to global funding constraints and to implement assurance measures, the focus was on **enhancing community-based selection criteria** to comply with WFP standards while preserving the core values of the Sahrawi community. By **involving the community** and taking their values into account, the prioritization process became more inclusive and aligned with the actual needs and preferences of the people.
- The national multi-agency food security assessments are outlined in the **Targeting SOP** as a primary source of evidence for determining food security needs. The Targeting SOP promotes a methodological, community-based targeting approach, ensuring that eligibility criteria are developed and validated through inclusive engagement with the community.
- **Guidance / Way Forward:** The Targeting SOP implementation has been put on hold pending partners signature and the finalization of the new ICSP with increased figures.



IDENTITY

MANAGEMENT

- **Registration and IDM:** WFP did not conduct formal registrations for GFA but instead used unique identifiers (QR codes) to identify beneficiaries
- **SCOPE Platform:** SCOPE was utilized primarily for nutrition activities, including both value vouchers and commodity vouchers. SCOPE in-kind was not implemented in Algeria operations.
- **In-Kind Assistance:** No IDM system was implemented for in-kind assistance.
- **IDM and Trust Issues:** A strong IDM culture was either limited or absent. Persistent mistrust between WFP and partners – mainly around data protection significantly hindered the implementation of IDM principles.
- **Documentation/ working document:** A SOP has not been developed for IDM, as it is not yet applicable to this operation. This is despite ongoing efforts to introduce and advocate for the use of WFP's identity management (IDM) systems within the context.
- **Key Challenges:** Major challenges included restricted access to and sharing of data, resistance from stakeholders toward targeting and digitization (IDM frameworks), and limited operational autonomy, all of which impacted the rollout of more structured systems.

- **Digitization:** Ongoing discussions regarding the digitization of assistance is connected to the approval and implementation of the Targeting SOP and to enhancing the capacity of partners to enable digitization.
- **Consensus:** Implementation of SCOPE for in-kind assistance is on hold until consensus with partners is reached and subject to enabling pre-requisites such as LESS Last Mile becoming feasible.
- **IDM Framework:** While there is no SOP document to outline the current process (not applicable), a draft IDM framework has been developed, highlighting possible implementation scenarios that can be implemented in the Algeria operation; a context specific SOP will be developed following implementation of IDM activities and the implementation of the Targeting SOP for GFA activities.
- **Stakeholder Engagement:** WFP engages with stakeholders regularly to build trust with partners, beneficiaries, and host government. Throughout 2024, the CO has consistently worked with relevant stakeholders to advocate and negotiate the provision of Personally Identifiable Information to support enhanced assurance and accountability.
- **Transfer Modalities and Digital Systems:** CO has made significant efforts to expand the use of IDM tools and systems, particularly SCOPE, for smaller caseloads where access to data such as unique identifiers is available. This has been primarily applied to CBT (value vouchers) in emergency response and nutrition activities, where participants in the nutrition program are registered through the cash modality, this is implemented on smaller scale to build trust in preparation for a broader IDM implementation which will include GFA activities.
- The CO has ensured that **appropriate tools and processes for IDM** are implemented where feasible and continues to make significant efforts in advocating for broader adoption with plans to expand the use of SCOPE to other areas of the operation.



MONITORING

- **Monitoring Strategy and Challenges:** A monitoring strategy was established, and a pilot phase was implemented and assessed during Q3 and Q4. Amendments were made based on the pilot's findings to improve the overall approach. However, monitoring tools, processes, and systems remained fragmented, resulting in limited visibility on implementation gaps.

- **Implementation of Monitoring Strategy:** A new monitoring strategy has been implemented across all activities, strengthening CO's ability to assess performance and address gaps in real time.
- **TPM:** TPM agreement has been finalized, now covering an expanded number of GFA sites. Monthly monitoring is conducted across all sites. TPM addresses the data limitations that are due to access limitations.
- **Monitoring Enhancements:** Monitoring capacity has been significantly enhanced through the integration of TPM, post-distribution monitoring, and increased reporting from CPs.
- **Feedback Management – SugarCRM:** The SugarCRM platform is utilized to manage and track feedback and issues reported from the field, enabling systematic response and follow-up.

MONITORING Cont.

- **Data-Driven Programme Adaptation:** Monitoring findings are actively used to inform and adapt programme responses. Adjustments to distribution plans and other interventions are made based on real-time data.
- **Data Quality Assurance:** Data quality is maintained through regular training of monitors, the use of standardized tools, and cross-verification of findings. WFP monitors visit the same sites as TPM teams and utilize identical tools, allowing for effective triangulation of data from multiple sources.
- **Operational Risk Consideration:** All the above efforts are implemented within a politically sensitive and volatile context. Site access and operational permissions may be revoked or suspended at any time, which continues to pose a risk to consistent monitoring.



COMMUNITY FEEDBACK MECHANISM

- The **CFM process encountered several challenges**, notably a lack of awareness among beneficiaries and a degree of mistrust related to using a new system as opposed to the traditional community influenced ways which limited meaningful community engagement and reduced the overall effectiveness of the mechanism. Furthermore, coordination gaps between WFP, implementing partners, and local community representatives often led to delays in the timely resolution of complaints.
- While the **CFM SOPs** were used as a working reference, full implementation remained limited.
- There is ongoing discussion and agreement among stakeholders to establish a **common inter-agency CFM system**. This joint effort aims to enhance coherence, strengthen accountability, and improve responsiveness across all partners.
- **Hotline and Awareness:** WFP introduced a dedicated hotline, complemented by community awareness sessions designed to build trust and encourage active participation in the CFM process.
- **Coordination Framework:** A structured coordination framework has been developed, incorporating an inter-agency joint feedback mechanism with plans to enhance the documentation and optimizing the use of SugarCRM in 2025.
- **Integration with Community Structures:** Efforts are underway to integrate community structures within the formal CFM process, strengthening the overall feedback system and fostering greater community ownership.
- **Complaint Tracking:** Complaints and feedback are tracked across multiple channels using the SugarCRM platform, ensuring a centralized, digitized, and systematic approach to feedback management.
- **Review and Adaptation:** A formal structure review, including a designated committee or focal point, regularly analyzes CFM data and links findings directly to programme adjustments, ensuring responsive and accountable programming.



COOPERATING PARTNER MANAGEMENT

- **Assurance and Monitoring Processes:** Regular checks (spot checks) were conducted; however, areas for improvement were not clearly identified, and no spot checks were carried out in 2024.
- **Onboarding:** Comprehensive onboarding was provided to all CPs to ensure understanding of WFP processes and expectations.
- **Data Collection Systems:** Data collection and reporting systems remained largely paper-based, making processes time-consuming and less efficient.
- **Partner Capacity:** CPs demonstrated varying levels of expertise in reporting and assurance processes, highlighting the need for continued capacity strengthening and standardized guidance.
- **Control Measures:** Control measures, including regular checks, audits, and spot checks, are planned for 2025. These activities will focus on addressing identified areas for improvement and strengthening partner capacities.
- **Trainings:** Additional trainings on AFAC – including a training by WFP HQ experts, and PSEA have been provided. Moreover, these trainings included inter-agency workshops conducted in collaboration with UNHCR to enhance coordination, awareness, and shared understanding.
- **Programme Management Tools:** New programme management tools have been introduced, accompanied by targeted capacity building initiatives for cooperating partners to improve operational effectiveness.
- **Digital Solutions:** Digital platforms, such as Partner Connect training of the CPs is completed while implementation of the digital solution (Partner Connect) is planned for Q3 & Q4 2025 to enhance data exchange, improve data quality, and streamline reporting processes.
- **Oversight and Compliance:** Oversight mechanisms have been strengthened to ensure greater compliance, promote data-driven decision-making, and build partner capacity to meet WFP standards.



SUPPLY CHAIN

- **Inventory:** Monthly physical inventory checks were conducted following distributions to ensure accountability and stock accuracy.
- **Automation:** The commodity delivery process was automated up to the warehouse level; however, deliveries from warehouses to Final Distribution Points (FDPs) were managed manually.
- **Transportation:** While the transportation of commodities from the port to warehouses was documented, tracking and documentation of transportation from warehouses to FDPs remained unclear.
- **Delays:** Delays in the arrival of commodities disrupted the supply chain and affected the ability to meet monthly distribution needs in a timely manner.
- **Monitoring:** The supply chain was monitored using limited tools, which constrained the ability to track performance, identify bottlenecks, and implement timely corrective actions.
- **Third-Party Inventory:** A third-party company was contracted to conduct physical inventory checks; the first exercise was completed in January 2025. This complements the monthly physical inventory conducted following each distribution cycle.
- **Documentation and Automation:** The commodity delivery process is fully documented within COMET and LESS systems. Following the rollout of Partner Connect, distribution reporting is expected to become automated, improving efficiency and transparency by Q3 of 2025.
- **Enhanced Monitoring Presence:** There has been an enhanced presence and monitoring effort at the early stages of the supply chain, tracking commodities from the port to the final delivery points.
- **Capacity Strengthening and Training:** Partners have received training as part of a capacity strengthening program focused on managing storage and monitoring food supplies using the appropriate tools.
- **Positive Feedback and Control:** Partners have provided positive feedback on these initiatives, which have contributed to better control over the movement and management of food stocks across the supply chain.



World Food
Programme

World Food Programme Algeria

13 Rue Abri Arezki Hydra Algiers P O Box n 32, - Algiers, Algeria

BEFORE & AFTER

FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR RELIEF ACTIVITIES



TARGETING

BEFORE

- **Spot checks** against the government social registry were conducted for only 2 out of 3 responses (66%) and there was no community consultation for targeting criteria.
- **Targeting and registration** were typically conducted separately, leading to delays in responding to the community.
- **Limited spot checks** were performed, resulting in a 66% success rate.
- **Manual data checks** were used, which hindered real-time monitoring.

AFTER

- In 2024, **spot checks** were conducted by phone call to verify targeting eligibility. In case of large inclusion error, door-to-door verification exercises were conducted. Five response spot checks were conducted, reducing inclusion errors to below 10% in relation to registration.
- **SOPs** were introduced for the non-Rohingya response, with 100% spot checks conducted before using the social registry. Community consultations for targeting criteria were conducted, involving cross-functional teams (programme, GPI, RAM) for flood response.
- **Community consultations** were conducted for the identification of targeting eligibility criteria during flood response, involving cross-functional teams (Programme, GPI, RAM).
- **Simultaneous targeting and registration** were implemented, reducing the number of days to respond to the community.
- **MODA and the Self-Registration App** were introduced to ensure more accurate data collection.
- **Process monitoring and CFM mechanisms** were enhanced to detect and address issues like targeting extortion.



IDENTITY MANAGEMENT

- **IDM** relied on unencrypted tools and manual data checks.
- **Fragmented** systems and unencrypted MODA (WFP Standard).
- A Privacy Impact Assessment had not been conducted.
- Lack of a **unique identifiers** limited access to assistance for eligible beneficiaries.

- **Adoption of secure digital tools** like the SCOPE Card Lite enhanced data accuracy and timeliness.
- **Integration** of SugarCRM and SCOPE improved data accuracy and ensured assistance reached the right people safely.
- Building blocks were adopted as a corporate system for **transfer management**.
- Secure tools for **data collection** (MoDa and Self-Registration App) were implemented.
- A **Privacy Impact Assessment** was conducted for the entire country, identifying data privacy risks.
- SCOPE Card Lite was used to counter the lack of **unique identifiers**.
- Process monitoring and CFM mechanisms were enhanced to detect and address issues like targeting extortion.



MONITORING

- Monitoring responsibilities were handled by the RAM team while some of the monitoring staff were embedded in other programme unit, leading to **fragmented processes**.
- **Limited** oversight and coordination with the program team.
- Monitoring coverage in 2023 reached only 46%, far below corporate **MMRs**.
- No robust **issue tracking** system in place

- **Number of monitored sites** increased significantly, achieving 100% coverage, thus meeting updated corporate MMRs. This was absorbed operationally by:
 - **Increasing WFP field staff in sub-offices and consolidating all Programme Monitoring staff under RAM function**, to effectively handle monitoring tasks while ensuring segregation of duties. and improving program effectiveness.
 - **Additional TPM enhanced monitoring capacity** to carry out process and outcome monitoring activities.
 - **Remote monitoring** was applied during periods of limited access to the field due to heightened security risks (2024 change in government) and to adapt to short implementation timelines due to funding constraints.

MONITORING Cont.

- Follow-up based on the process monitoring findings was not adequate hence the programme cycle loop closure was not sufficient.

- Improving accountability and responsiveness in program management through integration of CFMs into all programs.
- Enhancing **issue escalation systems** and increasing actions based on monitoring findings, with 631 issues reported in 2024 and actions taken in 61% of cases.
- Communicating** recommendations with programmes, increasing accountability and quality assurance of WFP and its CPs and set specific action points. Putting in place a system at CO level to track programmatic action taken based on monitoring evidence.



COMMUNITY FEEDBACK MECHANISM

- Fragmented** processes with limited integration of feedback mechanisms.
- Challenges** in integrating all CFM cases into a single platform due to connectivity issues.
- The **version of SugarCRM** used for CFM helpdesk had loopholes.
- Lack** of a formal follow-up mechanism to track CFM cases.
- As of November 2023, 86% of **help desk cases** were closed, with an average follow-up duration of 98 days.

- Publication** of the annual CFM report, ensuring transparency and accountability.
- Several key improvements have been implemented as part of the augmented assurance plan to enhance the effectiveness and accountability of CFM:
- Revision** of the CFM SOP to align with corporate guidelines to ensure that the processes are standardized and compliant with global standards.
- Enhanced** case resolution efficiency. The CFM team especially for hotline channel, actively tracks case resolution timelines, holding programme teams accountable for addressing complaints and community concerns.
- An issue escalation system** has been established to ensure timely identification and resolution of programmatic issues. This system improves coordination and communication with the programme team. The number of **open cases reduced**, with a case closure rate of 94% as of November 2024. **The average follow-up duration** decreased to 33 days, with significant improvements in handling high, medium, and low-priority cases.
- Taskforce and Tracker:** A CFM taskforce was formed, and an Excel-based tracker was developed to ensure follow-up on CFM cases. This helps in systematically tracking and managing feedback cases.



COOPERATING PARTNER MANAGEMENT

- Limited** oversight and accountability of cooperating partners
- Outdated** SOPs for CP management, lacking alignment with the office structure and digital tools.
- Limited** resources, 90% of the time was dedicated to FLA development and amendments.
- UNPP** utilization wasn't fully incorporated.
- Limited** capacity building initiatives and basic onboarding for CPs.

- Enhanced** monitoring mechanisms led to better accountability and quality of program implementation.
- Increased** commitment from cooperating partners to ensure program quality.
- Updated** comprehensive SOPs incorporating risk management and audit recommendations, leveraging digital tools like UNPP and Partner Connect.
- Two staff members** were added, increasing capacity for performance management.
- Full integration** of UNPP during CFPs/CEFls in 2023-2024, improving transparency and due diligence.
- Countrywide onboarding** of CPs in Bangladesh included updating SOPs to incorporate risk management and audit recommendations and leveraging digital tools like UNPP and Partner Connect. Additionally, comprehensive onboarding and specialized training were provided to CPs, ensuring better coordination, transparency, and effective programme implementation.



SUPPLY CHAIN

- Supply chain processes** were governed by various rules and guidelines without a unified approach.
- Manual inventory** verification processes were less efficient.
- Warehouse security** upgrades and installation of CCTV cameras were pending.
- Commodity tracking** after delivery to CPs' FDPs was not systematically managed within the system.
- Limited** internal interaction in the decision-making process regarding CP selection.
- SOPs** did not include sufficient guidelines for CP management.

- SOPs** have been reinforced for CP management specifically on offline dispatches, reconditioning and repackaging.
- Introduction of **third-party inventory** verification improved stock control and accountability. This exercise, conducted quarterly and monthly in all country warehouses, has led to more targeted, efficient, and effective monitoring practices. It has provided a snapshot overview of the quantity and condition of in-country food stock, enhancing the overall reliability and transparency of the supply chain
- Enhanced **real-time recording** of goods receipts through the Last Mile app. Improved traceability and accountability of commodities from delivery to the final distribution point.
- Strengthened **risk management and compliance** with global standards.
- CCTV cameras** were installed in all WFP warehouses, improving monitoring and security.
- WFP assumed **responsibility for transportation**, resulting in cost savings of \$76,000 in 2024 and improved control over commodities
- Technical roles** in CP selection were established, and training on commodity and warehouse management was provided



World Food
Programme

World Food Programme Bangladesh

IDB Bhaban 14th, 16th and 17th Floor E/8-A, Rokeya Sharani Agargaon, Sher-e-Bangla Nagar, Dhaka-1207

Phone: +880 2 91830-22 /-23 /-24 /-25

Email: WFP.Dhaka@wfp.org

WFP BURKINA FASO ASSURANCE PROJECT

BEFORE & AFTER



World Food
Programme

SAVING
LIVES
CHANGING
LIVES

FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR RELIEF ACTIVITIES

BEFORE

AFTER



TARGETING

- **Paper-based registrations:** Targeting was conducted through paper-based registrations.
- **Lack of governance structure:** There was no clear distinction between partners responsible for targeting and distributions, and the process for targeting Internally Displaced Persons was susceptible to external influences.
- **Inconsistent tools and strategies:** The targeting process lacked comprehensive tools and strategies, leading to inefficiencies and potential biases.
- **Lack of community engagement:** Targeting was based on statistical processing and scoring without sufficient community involvement.

- **Evidence-based targeting:** The targeting strategy was updated to reflect a shift to vulnerability-based targeting, involving community identification of vulnerable households. Evidence-based targeting was implemented, with statistical data collection and IPC analysis.
- **Documentation:** The targeting process has improved significantly with systematic documentation. Comprehensive documentation included the entire process, from training to validation of beneficiary lists.
- **Segregation of duties:** CO separated targeting and distribution partners to avoid any potential fraud or undue influence.
- **Community-based approach:** Strengthening community engagement such as sensitization and definition of eligibility criteria allowed appropriation of targeting processes.



IDENTITY MANAGEMENT

- **Lack of formalization:** IDM lacked formalization. There was no documentation/SOP available for registration.
- **Paper-based tracking:** Food distributions and transfer tracking were paper-based.
- **Deduplication challenges:** There were no structured deduplication processes, advanced digital tools or unique identifiers of beneficiaries, making the deduplication process challenging.
- **Data protection:** Beneficiary registration was done with MoDa with limited data protection measures.

- **Systematic approach:** Comprehensive guidance and SOP for targeting and registration developed.
- **Digitalized registration:** Digital platforms (SCOPE) were introduced to streamline registration processes, providing unique identifiers that allowed digital verification and deduplication. The use of biographical data and digital registration systems helped to eliminate duplication and potential fraud.
- **Digitalized distributions and tracking:** Using digital tools such as SCOPE and PIT, CO is conducting verification and digitally tracking the transfer of in-kind food to beneficiaries at each distribution site, allowing timely reconciliation.
- **Data security:** Mechanisms on managing beneficiary data strengthened. For example, when sharing data with CPs, SharePoint is used for secure data protection.



MONITORING

- **Non-standardized tools and processes:** The lack of harmonized tools hindered monitoring effectiveness, while data collected was under-analyzed and poorly utilized for decision-making.
- **Ineffective site prioritization:** Site selection was not risk-based, leading to a limited focus on critical areas and low coverage rates.
- **Hierarchical barriers:** Inefficient hierarchical setups delayed responses and overburdened the RAM unit with programmatic tasks.
- **Fragmented financial resources:** Monitoring budgets were scattered, misallocated, and lacked dedicated funding mechanisms.

- **Standardized tools:** The monitoring system has been strengthened with standardized tools like Surveys Designer and the IM ecosystem, improving data planning and management.
- **Multi-layered monitoring:** A multi-layer monitoring system, integrating remote monitoring, TPM, and WFP monitoring, has significantly improved coverage. For example, in Djibo, where insecurity limits direct access, a local third-party monitors food distributions on-site where possible. This is complemented by a call center conducting phone surveys with beneficiaries. By cross-checking data from both sources, WFP can verify delivery, identify gaps, and make informed program decisions on reliable data despite access constraints.
- **Risk-based site selection:** Site monitoring is now informed by risk analysis, ensuring strategic focus on high-priority areas.

MONITORING Cont.



COMMUNITY FEEDBACK MECHANISM

- **Limited diversification of CFMs:** The CFMs were not sufficiently diverse and were not systematically integrated into programmatic actions.
- **Use of a non-digital system (MoDa) for data recording and weak data triangulation:** Case reporting was not systematic, and resolution times were prolonged; data triangulation with other sources was insufficient.

- **Reorganization:** RAM's reporting structure was realigned to report directly to the director with budget allocations for monitoring, reducing bottlenecks and improving operational responsiveness. This has allowed functional independence and reduced work overload related to programmatic functions.

- **Digitalization:** The implementation of the SugarCRM platform centralized and digitalized the management of community feedback, improving the timeliness and efficiency of complaint handling.
- **Data triangulation:** Data triangulation with TPMs, CPs, and CFMs improved accuracy.
- **Enhanced community engagement:** Enhanced community participation through complaint management committees and helpdesks improved CFM accessibility and reactivity.
- **Strengthened internal governance:** The CO established a follow-up review committee to ensure timely resolution of cases, systematic data triangulation and informing programmatic decision-makings.
 - In 2024, over 30,000 cases were recorded through feedback mechanisms and approximately 99% of cases were resolved satisfactory by the end of 2024.
 - The volume of feedback received increased by 27% compared to the pre-GAP period.
 - Significant improvements were observed in complaint resolution times: the average response time decreased from 10 to 3 days for sensitive complaints, and from 15 to 5 days for non-sensitive complaints. These improvements reflect enhanced responsiveness of the accountability mechanism and greater efficiency in managing community feedback.



COOPERATING PARTNER MANAGEMENT

- **Lack of internal capacity:** There was a lack of a dedicated unit and trained staff, clear SOPs on CP management and manual/inconsistent management of FLAs.
- **Insufficient effort on capacity building:** Training for CPs was limited, unstructured, and inconsistent. Some partners, especially local partners, struggled with reporting requirements.
- **Manual processes:** Most CP management processes such as due diligence, selection and report tracking were done manually.
- **Weak capacity assessments and oversight:** There were few structured capacity assessments. There were no systematic mechanisms for performance evaluation, spot-checks and performance improvement.

- **Strengthened internal capacity:** A dedicated unit was established, and staff were trained. SOPs and a centralized database to track FLAs have been developed.
- **Capacity strengthening:** CPs are now provided with comprehensive training packages including targeting, IDM, CFM, monitoring, warehouse management, AFAC, and PSEA. When gaps are identified, clear improvement plans are co-developed with CPs.
- **Digitalized processes:** CP management processes such as reporting management and partner selection are done digitally using Partner Connect and the UNPP.
- **Strengthened performance management:** CP oversight is strengthened through regular, risk-informed spot-checks and compliance verifications.



SUPPLY CHAIN

- **Gaps in tracking:** There was no confirmation of food received by CPs through the LESS Last Mile solution, and the confirmation of handover to CP was done only when trucks returned to WFP.
- **Limited oversight:** Stock inspections at CPs' premises were not conducted on a regular basis.
- **Manual pipeline analysis:** The analysis of food stocks against the distribution plans was conducted manually, which limited the timely and accurate identification of gaps and hindered effective stock prioritization.
- **Stock discrepancies:** Discrepancies found during stock inventory were not directly analyzed.

- **Structured, digitalized supply chain:** The continuing progressive implementation of digital tools like PRISMA and LESS Last Mile has improved visibility and tracking of stocks and deliveries. The food movements up to CP level are now digitally recorded for more than 90% of the unconditional food distribution while efforts continue to reach 100% by extending connectivity solutions.
- **Strengthened oversight:** Regular inspections and monthly physical inventories have strengthened control measures and reduced discrepancies.
- **Enhanced efficiency:** Close follow-up with corridors helped reduce transit times.
- **Stock visibility and reconciliation:** The rollout of the PRISMA tool and regular physical commodities inventory by WFP staff combined with a one-off inventory with a third party, allowed better visibility, reconciliation and optimization of stocks.

WFP CAMEROON ASSURANCE PROJECT

BEFORE & AFTER



SAVING
LIVES
CHANGING
LIVES

FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR RELIEF ACTIVITIES

BEFORE

AFTER



TARGETING

- **Outdated targeting strategy:** The targeting strategy was not revised, and the SOP for targeting was outdated.
- **Limited community engagement:** Engagement processes with affected communities needed enhancement, particularly regarding eligibility criteria, sensitization, and communication.
- **Insufficient documentation:** There was insufficient documentation on targeting implementation and monitoring processes, including eligibility verification and targeting risk registration.

- **Enhanced precision in targeting:** Through a data-driven approach and tools, the precision of targeting was improved. Targeting efforts are evidence-based, supported by updated needs assessments or thematic analyses.
- **Improved resource allocation:** A targeting strategy is in effect. Aligning targeting strategies with the CSP enabled optimized resource allocation, ensuring efforts are focused on high-priority areas.
- **Active community engagement:** Active engagement with affected communities throughout the targeting process, including defining eligibility criteria, sensitization, and appeals processes.
- **Early detection:** The introduction of real-time monitoring systems and clear protocols enhanced the detection, escalation, and resolution of undue influences in the targeting process, improving accuracy and fairness. An effective appeals mechanism is in place.



IDENTITY MANAGEMENT

- **Digitization of operations:** No in-kind beneficiaries were registered in SCOPE. Manual deduplication and adjudication were performed using Excel.
- **Staffing and resources:** There was a lack of dedicated staff for IDM, with only one person handling IDM implementation alongside routine tasks. Resource allocation discussions took a long time.
- **Data transfer:** Secure data transfer means were in place to receive/transfer data from CPs, FSPs, and data sources, but were not really used by the FSP.

- **Digitization of operations:** Complete digitalization of CBT operations and progressive digitalization of in-kind operations through SCOPE, enhancing accuracy and efficiency.
- **Staffing and resources:** Efforts were made to involve colleagues in IDM tasks, and resource allocation issues were resolved after several meetings.
- **Data transfer:** An IDM SOP has been drafted to enhance the accuracy and efficiency of IDM. Frequent physical verification is conducted, and a data amendment tracking sheet is used every month before distribution. CO has deployed secure data transfer means, with FSPs currently using NEST to receive payment instructions and share payment information.



MONITORING

- **Traditional tools and processes:** M&E tools were traditional, and access to real time data was challenging.
- **Limited integration:** There was limited integration of M&E findings in decision-making, and challenges in triangulation and validation of data from partners, especially TPM.
- **Access issues:** Limited access to hard-to-reach areas due to insecurity, insufficient tracking of cross-cutting indicators, and low utilization of M&E reports.
- **Segregation of duties:** Full implementation of segregation of duties at the field level was pending, as field monitoring staff still reported to program teams.
- **Escalation system:** The escalation system was initiated but remained manual.

- **Enhanced tools and processes:** Implementation of a risk-based monitoring system improved accountability. Data collection tools were upgraded, remote monitoring launched, including the introduction of a risk site selection approach as part of the assurance measures. Stronger oversight of CPs improved data verification and triangulation.
- **Improved integration:** Extension of remote programme monitoring, standardization of data triangulation processes, strengthening partner capacity building, automating monitoring of CFM, and improved data visualization and reporting.
- **Access solutions:** Enhanced collaboration with partners, better management of food stocks and cash transfers, and extended remote monitoring.
- **Segregation of duties:** Better segregation of duties between programme and monitoring was put in place. An analysis of the staffing structure was completed to ensure MMRs are met, with findings to be reflected in the new staffing structure.

MONITORING Cont.



COMMUNITY FEEDBACK MECHANISM

- **Trust and engagement:** There was limited trust between CFM actors and less direct engagement between complaint management committees, partners, and WFP in various regions.
- **Mapping and coordination:** There was an absence of detailed mapping of complaint management committee members and implementation partners, leading to challenges in coordination and monitoring of partners' commitments.
- **Integration with monitoring:** Monitoring findings and CFM data were set to be integrated with SugarCRM in 2025.

- **Escalation system:** Real time findings and issues from programme monitoring are being escalated and followed up. The roll out plan for digitalization of the escalation systems through SugarCRM is planned in Q3 2025.



COOPERATING PARTNER MANAGEMENT

- **SOPs:** SOPs and templates were outdated and needed revision to harmonize practices with standards in place for managing partners.
- **Capacity Building:** The CO had planned to initiate the capacity assessment process, which was previously on hold due to limited resources.
- **Oversight and Performance Monitoring:** Supervision and monitoring of CPs were less effective, with limited risk-informed decision-making, fewer regular spot checks, and less comprehensive CP performance evaluation.
- **Digitalization:** CP Management was not fully digitized, requiring manual processes.

- **SOPs:** SOPs were updated, and the revised FLAs outline the roles and responsibilities within the Plan of Operations.
- **Capacity strengthening:** Measures are in place to ensure capacity building of partners such as capacity assessment verification and comprehensive onboarding sessions, covering topics such as AFAC, CFM, and PSEA. CO strengthened the capacities of CPs and transporters in access negotiations and security risk management.
- **Oversight and performance monitoring:** Supervision and monitoring of CPs were strengthened through spot check evaluations and performance evaluations.
- **Digitalization:** Digitalization of CP management is completed using the UNPP and Partner Connect, minimizing delays, and improving the quality of reports.



SUPPLY CHAIN

- **Gaps in tracking:** There was no confirmation of food received by CPs through the LESS Last Mile solution, and the confirmation of handover to CP was done only when trucks returned to WFP.
- **Limited oversight:** Stock inspections at CPs' premises were not conducted on a regular basis.
- **Manual pipeline analysis:** The analysis of food stocks against the distribution plans was conducted manually, which limited the timely and accurate identification of gaps and hindered effective stock prioritization.
- **Stock discrepancies:** Discrepancies found during stock inventory were not directly analyzed.

- **Supply chain strategy:** Through realigning the supply chain strategy and network to ensure assurance of corporate goals, operational structures, staff skill sets, and service provider contracts were better aligned with programmatic needs.
- **Last Mile tracking:** The rollout of the LESS Last Mile solution in all final destination points contributed to timely and accurate confirmation of food deliveries. It improved communication between WFP and CPs and enabled prompt troubleshooting of issues related to handling food commodities.
- **Capacity building:** Strengthened capacities of the Government, UN agencies, and CPs in supply chain management.
- **Third-party checks:** The introduction of third-party checks provided greater accountability in the assurance approach because the one-off physical inventory check helped reinforce warehouses infrastructure, which is important to mitigate food losses.

WFP CENTRAL AFRICAN REPUBLIC ASSURANCE PROJECT

BEFORE & AFTER



World Food
Programme

SAVING
LIVES
CHANGING
LIVES

FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR RELIEF ACTIVITIES

BEFORE

AFTER



TARGETING

- **Less precision:** Targeting was less precise, and vulnerable populations were identified through less systematic methods, which could result in potential gaps.
- **Risk management:** Risks were co-managed on a case-by-case basis and there was no formal risk monitoring matrix. There were complaints about the targeted beneficiaries and the targeting process.
- **Low digitalization:** The level of digitalization was low, causing challenges in reporting and relationships with partners.
- **Emergency-focused strategy:** The targeting strategy focused more on emergency activities and lacked clarity on roles and responsibilities.

- **Enhanced precision in targeting:** The targeting criteria are now well-defined and implemented, leading to improved confidence in the targeting process. SOPs are updated, and risks are captured in the CO risk register.
- **Improved resource allocation:** Digitalization has improved, making data extraction and decision-making easier and faster.
- **Active community engagement:** Community engagement is at the heart of the targeting strategy, with communities defining eligibility criteria.
- **Strengthened coordination:** A targeting technical group was created, involving members from various technical units.



IDENTITY MANAGEMENT

- **Limited understanding:** IDM processes were less understood and not fully implemented.
- **Manual reconciliation:** Reconciliation of in-kind assistance was the biggest challenge with a lot of manual processes.
- **Manual data collection and verification:** Beneficiary data was collected and stored manually. Biographical deduplication was done using Excel.
- **Segregation of duties:** There was no segregation of duties, with the same team managing both in-kind and CBT processes.

- **Strengthened coordination:** Increased confidence in IDM processes, with regular IDM meetings and digitalization of beneficiary data. Beneficiaries are uniquely identified using SCOPE CARD.
- **Data management:** Data cleaning, deduplication, and adjudication processes are in place. Significant achievements include the digitalization of beneficiaries and the implementation of an SOP on IDM, reducing the risk of fraud.
- **Improved coordination:** Challenges such as reconciliation of in-kind assistance have been addressed through digitalization and improved coordination.
- **Segregation of duties:** Implemented by decentralizing roles to sub-offices and delegating specific tasks to different teams.



MONITORING

- **Limited tools:** Monitoring was less comprehensive, with limited tools and processes.
- **Remote monitoring challenges:** Monitoring was carried out by WFP staff only, making it difficult to respect the MMRs.
- **Capacity gaps:** Several monitoring positions (e.g., monitoring officer, monitoring associate) to be filled at CO level to perform comprehensive monitoring activities.

- **Multi-layered monitoring:** Multi-layered monitoring has been implemented, involving national and international NGOs and a call center. The CO has strengthened its monitoring system with the recruitment of TPMs and a call center.
- **Review committee:** A review committee has been set up to discuss follow-up results and make programmatic adjustments in a systematic way.

MONITORING Cont.

- **Integration with CFM:** The CO developed a data triangulation SOP to be able to triangulate data from CFM and monitoring to inform decision-making.
 - For example, targeting adjustments are foreseen this year following complaints from the hotline and monitoring results. In the December 2024 post-distribution monitoring, 88% of respondents didn't have a clear understanding of the selection process for beneficiaries.

Escalation protocol: The CO has started to roll out SugarCRM as a process monitoring escalation system.



COMMUNITY FEEDBACK MECHANISM

- **Limited resources:** CFM was managed by the protection/AAP team, with limited resources and channels.
- **Manual data analysis:** Data analysis was manual and time-consuming. For example, a single complaint could take a maximum of 15 days to resolve.
- **No escalation system:** The CFM escalation system was not in place to facilitate automatic action.

- **Dedicated team:** A dedicated CFM team has been established. The CO has improved the hotline functioning through a call center and supports different languages. For the first quarter 2025, there is a referral completion rate of 95%. The resolution time for sensitive cases is 24 hours and for non-sensitive cases one week.
- **Multiple channels:** Multiple CFM channels have been set up, including a green line, complaint committees, help desks, suggestion boxes, and community consultations, which enhanced accessibility.
- **Capacity building:** Capacity building for staff on proper information management is strengthened, with staff trained to record only necessary information.
- **Integration with programme:** CFM results are integrated into the partners spot-check exercises. CFM and monitoring results are jointly discussed in the monitoring finding review committee.
- **Standard analysis:** Data analysis has been improved with the implementation of a standardized escalation system.



COOPERATING PARTNER MANAGEMENT

- **Less structured processes:** CPM processes were less structured, with challenges in capacity assessments and regular follow-ups.
- **Staffing challenges:** The CPM unit faced staffing challenges during the renewal of the CPM lifecycle.
- **SOPs:** The SOP lacked input from other units.

- **Capacity strengthening:** Capacity strengthening, especially for PSEA, has been strengthened. Capacity assessments were conducted for all CPs on the CO short list since the partnership cycle was renewed in 2024 using the UNPP for partner selection and due diligence.
- **Digital solutions:** Digital solutions like Partner Connect have been integrated, improving CPM processes. Comprehensive onboarding/induction trainings are provided.
- **Dedicated team and strengthened process:** The CO has a functioning CPM unit and an end-to-end CPM SOP.
- **Enhanced oversight:** Oversight and performance monitoring have been enhanced through regular spot checks and 360-degree performance evaluations. Based on the results of the oversight activities, a risk matrix and an improvement plan were developed.



SUPPLY CHAIN

- **Less systematic approach:** The supply chain assurance approach was less systematic, with challenges in stock control and security risks.
- **Limited expertise:** Limited technical expertise and training for new tracking technologies.
- **Increased transportation rates:** The tariff system increased transportation rates.
- **Limited presence at distribution:** There was a need to increase presence of supply chain at distribution sites.

- **Real-time confirmation:** Real-time confirmation of food supply deliveries and physical verifications have been implemented. The CO has successfully rolled out the LESS Last Mile solution in all sub-offices including the CO, which improved the monitoring of commodities.
- **GPS integration:** GPS technology has been integrated for better monitoring and control of deliveries. The CO has defined and reviewed its supply chain management structure.
- **Reconciliation:** The CO completes reconciliation activities for each distribution and payment cycle. Physical stocks are checked regularly with monthly physical inventory counts including with the support of a third-party company.

WFP CHAD ASSURANCE PROJECT

BEFORE & AFTER



World Food Programme

SAVING LIVES
CHANGING LIVES

FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR **RELIEF ACTIVITIES**

BEFORE

AFTER



TARGETING

- Lack of a **comprehensive strategy** for beneficiary targeting and prioritization.
- The CO had not established a **targeting working group**, and there was an absence of targeting risk identification.

- A **comprehensive targeting strategy** was implemented, emphasizing targeting as a core activity across all operations.
- A **cross-functional Targeting Working Group** was established, enhancing coordination and decision-making.
- **Targeting risks** were effectively managed through a risk register.



IDENTITY MANAGEMENT

- Reliance on **manual identity verification**, which increased the risk of duplication and fraud.
- The **use of digital tools** for beneficiary registration and verification was limited, and IDM processes were fragmented and poorly integrated.

- IDM is strengthened through **digital solutions**. For example, SCOPE Light was fully implemented for lean season operations, enhancing beneficiary registration accuracy and efficiency.
- **Identity verification processes** improved, leading to better data integrity and reduced duplication.
- **Comprehensive training sessions** were held for staff and partners on the effective use of IDM tools.
- A **Data Working Group** was established to oversee data flows from targeting to reconciliation.
- **Photo deduplication** has been successfully implemented, enabling the CO to efficiently identify duplicates.



MONITORING

- **Lack of segregation of roles and responsibilities** among WFP staff, leading to potential conflicts of interest.
- Monitoring **staff capacity** was limited, and the application of monitoring tools was inconsistent.
- Absence of a centralized **monitoring risk framework**.

- **Roles and responsibilities** were clearly separated at both the CO and Field Office levels, allowing independence of monitoring and reinforcing credibility of monitoring data.
- **Monitoring capacity** significantly improved with the recruitment of additional staff and comprehensive training programs.
- A centralized and risk-based **monitoring system** was established, including the TPM process.
- The implementation of **remote monitoring** via phone services has strengthened communication and oversight capabilities, ensuring more efficient and responsive management.



COMMUNITY FEEDBACK MECHANISM

- **Delays** in addressing complaints and limited ownership of feedback resolution due to manual processing.
 - Feedback was **not centralized**, and there was inadequate monitoring of CPs' contractual commitments.
 - **Community awareness** of the CFM was also inadequate.
- The CFM was **streamlined and automated**, integrating digital platforms for real-time feedback capture and processing.
 - **Community engagement campaigns** were conducted to raise awareness of available feedback channels.
 - **Response times** and accountability mechanisms for complaint resolution improved.
 - The **implementation of MoDa** has been completed, further strengthening this process to ensure more reliable and efficient data management.



COOPERATING PARTNER MANAGEMENT

- **Lack of internal capacity** to follow corporate CPM guidelines and a general lack of awareness of CPM standard protocols.
 - **Inconsistent partner selection and evaluation processes**, and **limited oversight mechanisms** to monitor partner compliance with contractual obligations.
 - **Gaps in capacity building efforts** for cooperating partners, affecting program quality.
 - **Challenges in reconciling the CP's report** with COMET, making alignment and consistency difficult to achieve.
- **Internal CPM capacity** was strengthened, and awareness of CPM procedural requirements increased.
 - The **competitive partner selection process** was enhanced and aligned with corporate standards.
 - **Oversight mechanisms**, including spot checks, capacity assessments, and performance evaluations, were developed and strengthened.
 - **Capacity building** for CPs has been prioritized through developing a multi-facet and comprehensive training plan for CPs.
 - **Partner Connect** has been successfully implemented, enhancing the efficiency of in-kind distribution reporting for the CP and ensuring and smoother tracking.

SUPPLY CHAIN



- **Frequent delays** in procurement and distribution due to inefficient supply chain processes.
 - **High levels of food losses and wastage** occurred at various points in the supply chain, and there was limited integration of digital tools for tracking and managing logistics.
- **Supply chain processes were streamlined** with enhanced coordination between procurement, logistics, and distribution teams.
 - **Digital tools** for real-time tracking and monitoring of inventory were deployed, reducing food losses.
 - **Collaboration** with transporters and warehouse staff improved, ensuring timely and efficient delivery of goods.
 - Regularly carried out and reconciled **monthly physical inventory counts**, ensuring precise records and streamlined stock management.

WFP COLOMBIA ASSURANCE PROJECT

BEFORE & AFTER



SAVING
LIVES
CHANGING
LIVES

FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR RELIEF ACTIVITIES

BEFORE

AFTER



TARGETING

- **Limited documentation of targeting processes or criteria** for non-emergency interventions. Partial validation of **beneficiary information** provided by local authorities for emergency responses.
- **Irregular, ad-hoc support** from the central office to Field Offices on targeting.
- **Ad-hoc verification** exercises applied.
- **Targeting-related risks** identified only for the migrant population programme.
- **Governance structure** for targeting not fully established. Limited systematic consultation with beneficiaries to validate eligibility criteria.
- **External influences** from local governments, especially during emergencies.

- **Targeting criteria and processes** for other CSP activities (emergency response, early recovery, socioeconomic integration, and livelihoods) are documented.
- **Tools** developed by VAM and IDM teams to facilitate validation of beneficiary lists provided by local authorities. Clear guidelines implemented to ensure Field Offices monitor targeting exercises performed by CPs.
- **Regular verification exercises** targeting 5% of new beneficiaries implemented bi-annually for the migrant population programme.
- **Risks identified and mitigated** for all emergency response operations.
- **Governance structure** for targeting strengthened through revised terms of reference for the targeting taskforce and updated SOPs.



IDENTITY MANAGEMENT

- **Internal deduplication** processes were time-consuming and primarily verified by Field Offices.
- **Enrolment** was made on an ad-hoc basis without proper controls.
- **Cash reconciliation** was performed using Excel, involving cross-referencing information from reports generated by FSPs.
- **No common repository** for storing scripts and controlling script versions.
- **Registration processes** needed improvement, especially in emergency contexts. Reconciliation processes faced challenges with human errors and fraud.
- **Data sharing guidelines** required periodic reinforcement.
- **Limited data protection training** provided to internal and external partners.
- **IDM team part of CBT**, primarily working on data related activities.

- **Enhanced internal deduplication** algorithm and centralized case management of deduplication processes in the IDM team in Bogota.
- **Strengthened enrolment processes** with a protocol for Field Offices to request enrolment and improved payment list creation tool.
- **Distribution report** files are uploaded into the SCOPE platform, and reconciliations are performed directly in SCOPE, eliminating reliance on Excel files.
- **Achieved 100% reconciliation** in SCOPE for all financial service providers.
- Established a **dedicated storage solution** for secure handling of information and version control for scripts.
- **Improved registration** flows and tools for high-complexity contexts.
- **Strengthened training** for actors involved in IDM processes.
- IDM became a **consolidated team in the RAM unit**, defining standards, processes, tools, and technology for beneficiary information management.



MONITORING

- Insufficient **segregation of duties** between programme and M&E at Field Offices.
- **Remote monitoring** was complementary to in-person monitoring, mainly to close gaps and triangulate data.
- **Warehouse monitoring** led primarily by M&E.
- Lack of rigorous **risk assessment** in response to emergencies in remote areas.

- **Strengthened segregation of duties** between monitoring and programme at Field Offices through the establishment of fixed-term positions.
- **Dedicated staff member** for remote programme monitoring activities to support the collection of findings for non-redeemed cash assistance, possible fraud cases, and verification of targeting.
- **Enhanced remote monitoring** and triangulation of field data.

MONITORING Cont.

- **Monitoring tools and processes** were less standardized and faced challenges in low assurance scenarios.
- **Limited capacity** of monitoring teams in ground offices.
- **Findings scaling system** was not fully adopted.
- **Partial use** of the RAM ecosystem.

- **Improved identification** of risk scenarios and **mapping** of distribution points. As a result of this improved risk identification, the Colombia CO has been able to prioritize the monitoring of high risk sites while contracting a third party monitor to cover sites with lower risk where WFP did not have capacity to comply with the minimum monitoring requirements (MMRs) due to the nature and context of the operation (for example, a large-scale early recovery activity financed by the government of Colombia which covered rural areas spread across 15 municipalities and in some cases outside WFP's geographic coverage).
- **Better integration** of programmatic and financial concepts in performance evaluations.
- **100% utilization of the RAM ecosystem.** Standardized information collection instruments using the RAM Ecosystem Data Library.



COMMUNITY FEEDBACK MECHANISM

- **Low CFM coverage** in rural areas with difficult access and low connectivity.
- **In-house information system** for the CFM.
- **Limited staff** to meet CFM benchmarks.
- **Limited access** to digital channels and traditional communication methods in rural areas.
- **Challenges** in transitioning to new CSP and reconfiguring information flow.

- Introduction of **new CFM channels** in hard-to-reach areas, such as onsite help desks and feedback boxes.
- **Adoption of Sugar CRM** for effective request management and traceability.
- **Strengthened team capacity** through hiring service agents and changes in position levels.
- **Improved detection and management** of early alerts and trends, which are discussed in monthly meetings to ensure timely and transparent responses to the community's feedback. Early alerts help identify potential issues before they escalate, allowing for proactive measures to be taken ensuring that programmes remain responsive and adaptive to the community's needs.
 - For example, CFM analysis of complaints received from a specific geographic location was identified as a red flag and escalated to the monitoring team, which, through evidence gathered through on-site and remote monitoring, provided actionable guidance to address deficiencies and strengthen controls to ensure that beneficiaries were receiving their assistance without interference.



COOPERATING PARTNER MANAGEMENT

- **Incomplete CPM SOPs** did not clearly assign duties to all actors involved in CPM.
- **CP selection process** digitized through UNPP.
- **CP spot checks** were carried out by the Finance Unit.
- **Quarterly training sessions** conducted for all CPs.
- **Capacity assessment** of CPs did not include a risk assessment.
- **Challenges** in applying new corporate tools and training exercises for land offices and cooperating partners.
- **Limited application** of ITOs for effective control and monitoring of projects.

- **Updated SOP** for CPM to cover the partnerships lifecycle, including new controls and tools (UNPP and Partner Connect).
- **Developed a prioritized and risk-based monitoring plan** for CPs and conducted regular spot checks as a joint exercise of finance and programme units.
- Introduced AFAC in **CP training sessions** and supplemented quarterly trainings with onboarding and ad-hoc trainings.
- **Updated capacity assessment tool** to include a risk assessment with an associated mitigation plan.
- **Enhanced performance evaluations** through random revisions and integration of programmatic and financial concepts.



SUPPLY CHAIN

- **Physical stocks** checked regularly; information reconciled in systems.
- **Ad/hoc actions** were being taken to mitigate against theft/tampering of food commodities based on operational context.
- **LESS** was implemented by the CO in 2022, and deliveries of food commodities were already being confirmed by CPs in the system. The CO did not have a supply chain network design.

- **Physical stocks checked regularly;** information reconciled in systems and confirmed by third-party checks.
- **Monitoring plan** of physical stock checks based on supply chain operations developed and being implemented as of July 2024.
- CO developed a **supply chain network design** that reflects its evolving operational contexts. The CO performed an evaluation of its supply chain network and reviewed all processes. Supply Chain network review was also assessed by RBP oversight mission in December 2024.
- **Stricter monitoring processes**, including monthly and quarterly physical inventories.
- **Quarterly visits** to CPs for increased reliability.
- Incremental costs and capacity issues addressed through **additional resources**.

WFP DRC ASSURANCE PROJECT

BEFORE & AFTER



SAVING
LIVES
CHANGING
LIVES

FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR RELIEF ACTIVITIES

BEFORE

- **Documentation issues:** Targeting processes lacked proper documentation, leading to inconsistencies and inefficiencies in identifying and prioritizing the most vulnerable populations.
- **Non-context-specific SOPs:** SOPs for targeting were not tailored to specific regional contexts, resulting in less effective targeting.
- **Low technical capacity:** High staff turnover and insufficient technical training led to low capacity among staff and partners.
- **Weak risk tracking:** Risks associated with targeting were not systematically tracked or integrated into broader risk management systems.
- **Inclusion/exclusion errors:** There was no systematic process for cross-checking inclusion and exclusion errors before distribution.
- **Poor governance structures:** Governance structures for targeting were poorly defined and undocumented.
- **Targeting approach:** Targeting relied on the PMT statistical analysis with technical limitation mainly using outcome indicators and not well considering community engagement.

AFTER

- **Documentation:** Driven by the donor's expectation, CO produced a consolidated prioritization document which helped to strengthen documentation of targeting process. The CO also agreed to produce quarterly report depending to activity planned at sub-office level.
- **Comprehensive strategy:** A comprehensive targeting strategy for crisis response and resilience was developed, linked to inter-agency and national perspectives. New guidance and SOPs were developed for systematic monitoring and spot-checking of targeting, linked to the registration process.
- **Capacity building:** Staff received regular training on targeting, and CO strengthened stakeholder capacities of all stakeholders involved in targeting including the CPs.
- **Monitoring of targeting:** Targeting risks were continuously monitored through monitoring of targeting, process monitoring, field reports, oversight activities, and staff deployments.
- **Appeals mechanisms:** Implementing CFM allowed communities to raise any concerns regarding targeting errors, which has helped to improve their understanding of the targeting process.
- **Formalised governance:** Governance structures for targeting were formalised through a Targeting Working Group: TORs and protocols for evidence-based decision-making were developed.
- **Community-based approach:** Enhanced community engagement, including sensitization, community-based criteria, and complaint management throughout the process.
- **Vulnerability-based approach:** The new targeting approach uses a vulnerability scorecard methodology, which incorporates community perceptions of vulnerability.



TARGETING



IDENTITY MANAGEMENT

- **Paper-based registration:** 100% of CBT and 62% of GFD beneficiaries were registered in SCOPE, the rest was paper-based and manual. Paper-based tracking was inefficient and prone to errors.
- **Single source lists:** Relying on single source beneficiary lists limited the ability to cross-check and validate data from multiple sources.
- **No unique identifiers:** The absence of unique identifiers for beneficiaries made it challenging to accurately track and verify individuals.
- **Non-standard verification:** Non-standard manual verification processes led to inconsistencies in how beneficiaries were verified at distribution points.
- **Limited biometric verification:** Biometric verification was not systematically applied, making it difficult to ensure that assistance reached the intended beneficiaries.

- **End-to-end digitalization:** Digital registration of beneficiaries with photo and biometrics improved data accuracy, consistency, and transparency. Digital verification at distribution points reduced the risk of fraud and errors. Digital records of transfers to beneficiaries improved transparency and accountability.
- **IDM Strategy:** CO developed a comprehensive IDM strategy, which facilitated change management of overall IDM processes to meet the corporate standards.
- **Biometric registration and de-duplication:** The 3-tier de-duplication process was scaled up, including demographic data cleanup, real-time biometric identification, and back-end de-duplication. Using SCOPE and its de-duplication feature allowed CO to reduce the number of duplicates significantly, leading to substantial savings estimated at approx. USD 5.1 million per month.
- **Unique identifiers:** Implementation of unique identifiers with digital Household ID enhanced the accuracy of beneficiary identification.



MONITORING

- **Less focus on process monitoring:** Monitoring tools, processes and systems were focused on routine reporting, compliance checks, baseline and end-line processes, with limited integration of community feedback and risk management.
- **Inadequate staffing:** The staffing structure was inadequate for large-scale and high-risk operations.
- **Insufficient budget:** The monitoring budget was insufficient, allowing only for meeting MMRs.
- **Lack of data:** There was a lack of sufficient data to inform programmatic decisions.
- **Non-compliance:** The monitoring system was non-compliant with corporate MMRs.
- **No triangulation:** There was a lack of triangulation with the CFM.
- **Risk-based approach:** Programmatic risks are taken into account in the monitoring tools, processes and systems, along with strengthened process monitoring.
- **Multi-layered approach:** A multi-layered monitoring approach was implemented throughout the program cycle, including TPMs and remote monitoring. Specifically, CO field monitors supervise students, who have been trained, to increase monitoring coverage.
- **Improved staffing:** The staffing structure improved, with efforts to increase the number of staff and enhance their technical skills.
- **Increased coverage:** Monitoring coverage has been expanded by conducting monitoring of targeting and monitoring of CP's activities. The monitoring system achieved compliance with quarterly URT distribution coverage requirements.
- **Strengthened process monitoring:** Monitoring takes place during and after distribution activities, which allows timely resolution of issues. Issues raised are systematically incorporated in the CP's capacity building plan and CP performance evaluation.



COMMUNITY FEEDBACK MECHANISM

- **Limited awareness:** Feedback mechanisms were less structured, with limited awareness among beneficiaries.
- **Accessibility challenges:** Challenges with network coverage and literacy affected the effectiveness of feedback channels.
- **Centralised approach:** The centralised approach to handling complaints resulted in limited responsiveness.
- **Slow data transfer:** The process of transferring data between different systems was slow and inefficient.
- **Lack of capacity:** Staff members were not well-versed in using the Sugar CRM system.
- **Data errors:** The reliance on Excel for data management increased the risk of errors.
- **Inconsistent processes:** There was a lack of standardised processes for handling complaints and feedback.
- **Multi-layered CFM channels:** Multi-layered CFM channels are introduced, including hotlines, suggestion boxes, and community feedback desks at distribution sites.
- **Updated escalation:** The escalation processes were updated to ensure timely and efficient handling of complaints, including at decentralized level.
- **Analysis:** CFM data are processed in accordance with the SOP, non-sensitive complaints are treated and closed at first level resolution. CFM data is analyzed regularly; country-wide weekly CFM reports allow for a structured analysis of complaints and inform programmatic decision-making. Information is shared at key internal meetings at centralized and decentralized level and shared with UN agencies as relevant. Community complaint management committee has been established to review monthly CFM reports to strengthen case management.
- **Programmatic adjustments:** CFM data allowed CO to identify potential risks and take proactive mitigation measures. For example, CO systematically addressed complaints related to distribution delays or verification mechanisms.
- **Automatic data transfer:** In January 2025 the SugarCRM standardization of the CFM and process monitoring escalation was rolled out; implementation is ongoing, including the automatic data transfer from MoDa to SugarCRM. Enhanced access control and data restrictions were put in place.
- **Comprehensive training:** Comprehensive training was provided on SugarCRM system.



COOPERATING PARTNER MANAGEMENT

- **Inadequate staffing:** The CPM staffing structure was insufficient, leading to gaps in oversight and support.
- **Uncoordinated oversight:** Oversight and supervision of CPs were limited and uncoordinated.
- **Paper-based reporting:** Reporting processes were primarily paper-based.
- **Data silos:** Data related to performance and contract management were stored in silos, hindering comprehensive analysis and oversight.
- **Uncoordinated capacity strengthening:** Capacity strengthening efforts for CPs were not well-coordinated.
- **Dedicated team and SOPs:** A dedicated team was established and a P3 CP Management Officer assigned to lead. SOPs provided a clear framework on CP management processes.
- **Risk-focused oversight:** Oversight became risk-focused, with multi-functional coordination among different teams. Regular spot checks and performance evaluations are being conducted to ensure compliance and accountability. CPs were trained on risk management and developed their risk registers.
- **Digital solutions:** Digital reporting through Partner Connect improved data quality and reliability. The UNPP enhanced accountability and transparency in CP management.
- **Data synthesis:** Progress was made towards the synthesis and visualisation of data using tools like the FLA tracker.
- **Capacity strengthening:** Mandatory onboarding and coordinated capacity strengthening initiatives were implemented for CPs, including AFAC. CO also provided training to field office staff on CPM.



SUPPLY CHAIN

- **Paper tracking:** Paper tracking for food deliveries led to delays in reconciliation and transport payments.
- **Manual surveillance:** Manual surveillance of warehouses was less effective in preventing and detecting theft, spoilage, and other security issues.
- **No FSQ officer:** The absence of a FSQ officer meant there was no dedicated personnel to oversee and ensure the safety and quality of food supplies.
- **No international quality assurance company:** Not having an international quality assurance company involved during local procurement food transformation operations potentially prejudiced quality control measures.
- **Enhanced tracking:** Last Mile delivery ensured that assistance reached even the most remote and vulnerable populations by facilitating real-time tracking. Implementation of GPS tracking (Fleet Finder) for trucks was a key success factor for real-time tracking.
- **CCTV cameras:** The installation of CCTV cameras allowed CO to monitor and prevent any potential food diversion such as thefts or losses.
- **FSQ officers:** The presence of dedicated FSQ officers and focal points ensured rigorous monitoring and adherence to food safety standards.
- **International inspection:** Engaging international inspection companies enhanced that food safety and quality standards were consistently met during food transformation

WFP EGYPT ASSURANCE PROJECT

BEFORE & AFTER



SAVING
LIVES
CHANGING
LIVES

FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR RELIEF ACTIVITIES

BEFORE

AFTER



TARGETING

- The CO required a **comprehensive vulnerability assessment** to scale up assistance and inform the targeting of the most vulnerable Sudanese who sought safety in Egypt since April 2023, as well as other crisis-affected populations.
- Outdated vulnerability and targeting criteria:** Annual updates of vulnerability levels (Proxy Means Test) were based on the joint UNHCR-WFP comprehensive vulnerability assessment (EVAR) conducted in 2016, not taking into account most recent national and regional developments.

- The CO established an **independent VAM unit** in Q1 2024, strengthening its capacity to conduct critical vulnerability assessments and provide data-driven recommendations.
- A **vulnerability assessment** of Sudanese was completed in May 2024, informing the targeting criteria and enabling effective identification and prioritization of the most vulnerable among Sudanese newcomers.
- A **corporate digital self-enrolment tool** was developed and combined with extensive community sensitization activities, enabling rapid outreach, self-registration, and scale up of assistance from 150,000 to 230,000 beneficiaries by December 2024.
- WFP and UNHCR collaborated with the UNHCR WFP Center of Excellence and Targeting Hub to **implement a new EVAR** for different refugee population groups and governorates. Data collection was concluded by December 2024 and a report is expected during the third quarter of 2025. The EVAR will provide updated data on levels of vulnerability, needs as well as inform targeting criteria of the most vulnerable households.
- A **comprehensive targeting action plan** was established with clear timelines and capacity strengthening for CPs, resulting in better outreach to the most vulnerable.
- Engagement with beneficiaries**, through focus group discussions and community leaders, helped identify causes of vulnerability, shape targeting criteria and disseminate information about WFP activities.



IDENTITY MANAGEMENT

- IDM faced challenges such as **lack of integration** between beneficiary data management and CFM systems, leading to delays and partial digitalization.
- There was **limited staffing capacity** for IDM which hindered the implementation of different IDM tools.
- Beneficiary registration required **significant financial and human resource investments** and faced delays in the process due to software related problems.
- The CO used an **enrolment tool for registrations** of Sudanese beneficiaries at distribution sites, followed by offline processing for deduplication and inclusion in the assistance cycle.

- CO **mapped and addressed the gaps in IDM** and ensured automation of beneficiary registration through the adoption of a corporate online self-registration assessment form, uploading submissions in the DAT database managed at HQ level ensuring beneficiary data integrity.
- Online self-registration assessment is followed by a **second level of verification** of the most vulnerable and eligible households, through in-person verification at WFP distribution sites, ensuring accuracy of the documents uploaded and targeting of the most vulnerable.
- CO updated **verification SOPs for CBT**, strengthening segregation of duties.
- Physical beneficiary verification** for the crisis-affected population has been completed, to validate that beneficiaries are still in country.
- Secure data transfer** between partners and WFP was implemented for different CBT activities for data privacy.
- CO invested in **additional staffing for data management** and is now using corporate tools for IDM with the necessary processes in place, included in all programme implementation.



MONITORING

- The **M&E capacity of the CO was limited**, with only 2 staff managing both M&E and VAM functions, with partial support from Field Coordinators, resulting in a low monitoring coverage.
- Escalation of monitoring findings** requiring corrective action was done through a manual M&E recommendations tracking tool developed in-house.
- CO established an **independent M&E unit**, recruited 7 additional staff, identified additional external capacity, and increased financial resources allocation to ensure segregation of duties and full coverage of activities.
- The Augmented Assurance Plan introduced **more rigorous data quality checks to monitoring data**, in addition to rigorous monitoring field and telephone surveys, enabling timely corrective actions.
- Monitoring of schools in 100% of targeted districts is undertaken, around 12,000 interviews with beneficiaries (representative sample) of all CSP activities are conducted annually and satisfaction of all beneficiaries attending capacity strengthening activities is monitored through self-administered surveys.
- The **SugarCRM Process Monitoring module** is being used for escalation and resolution of identified cases for all WFP programmes and AAP is ensured through regular monitoring along with a revamped CFM. All escalations and updates are swiftly conveyed in a seamless communication channel between WFP and beneficiaries, relaying updates and resolving all escalations in a timely manner.



COMMUNITY FEEDBACK MECHANISM

- Challenges included the **lack of integration** between beneficiary data management and CFM systems. The CO had **limited CFM capacity**, used mainly for crisis response and CBT activities, with only three in-house hotline operators answering calls during working hours.
- Key improvements** for the newly developed AAP and enhanced CFM include outsourcing the CO hotline, leading to an increased 86% call answer rate, around 50% increase in received calls rates, and around 30% increase in resolution rate, in addition to expanding CFM services to all programmes. The new CFM covers all CSP activities (including GFA, PBW, FFT, School Feeding, and Nutrition).
- The CO **meets all CFM benchmarks** and provides secure two-way communication for updating personal information, filing complaints, and inquiries. Data is managed through SugarCRM, adopted in August 2024, with strict compliance procedures, informed consent, and regular data quality assurance checks and reports.
- Issues flagged through the Sugar CRM system go through a **preset escalation mechanism**, directly assigned to different programme focal points until resolution, resulting in increased and more rapid case resolution (for example "lost/damaged card complaints" are directly assigned to programme focal points, enabling them to assign a new card to the beneficiary and replace them through physical mobile distributions).
- A **chatbot system was introduced** for automated responses and live agent support increasing beneficiary accessibility to the CFM and reducing their costs. WFP also integrated the chatbot auto response into our social media pages, and provided refresher trainings to the hotline agents, enabling beneficiaries to inquire about their exclusion status and providing a platform for people to voice out their concerns.
- The CO **strengthened communication with beneficiaries** to ensure they are fully informed about WFP activities, helpdesk, and how to seek clarifications and lodge complaints.



COOPERATING PARTNER MANAGEMENT

- The **limited capacity of CPs** remains a significant challenge.
- The CO did not have a **cross-functional SOP for CP spot checks**.
- The CO was relying on **manual food distribution reporting** from CPs.
- The CO assesses **capacity strengthening needs of all CPs** and provides comprehensive onboarding trainings, including financial management, PSEA, gender inclusion, environmental and social safeguards, and CFM to ensure CPs strengthen their delivery capacity and control mechanisms in line with WFP corporate requirements.
- SOPs and comprehensive spot checks plans** are developed and implemented to review CP performance across various fields.
- The CO is **digitalizing the overall management of CPs**. The UNPP is used for CP selection and Partner Connect for food distribution reports.



SUPPLY CHAIN

- CO needed to **strengthen food reconciliation processes and establish clear SOPs** for food deliveries.
- Some food commodities (RTEs) were not marked with **"Not for sale"** on the packages.
- CO **required automated solutions** to reconcile school feeding deliveries.
- SOPs for food distribution** were developed and implemented as of January 2024, establishing comprehensive procedures for food deliveries to schools, including system processes and reconciliation methods.
- All **RTE contracted suppliers** were requested to print the "Not for sale" marking on the outer packing.
- The CO is in discussions with HQ and private sector service providers to explore **automated delivery solutions** for school feeding programs.

BEFORE & AFTER



FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR RELIEF ACTIVITIES



TARGETING

BEFORE

- **Gaps in targeting guidelines:** National targeting guidelines for relief food assistance existed, but WFP and other humanitarians had low involvement.
- **Weak documentation:** WFP staff were minimally participating in the government-led targeting committees, and documentation of government targeting was weak.
- **No monitoring:** Since the targeting was led by the Government of Ethiopia, minimal provision was available to allow independent oversight and monitoring by other stakeholders.

AFTER

- **Operational standard guidance:** Developed VBT guidelines and verification guidelines, endorsed by the Government of Ethiopia. Specific targeting and registration operational guidance material was created and shared with CPs and WFP sub-offices.
- **Community-based approach:** Community targeting and appeal committees were established. Community sensitization is prioritized, and community representatives are involved during targeting criteria definition and validation. Selection of household is based on vulnerability status
- **Appeals mechanism:** An appeal mechanism through WFP hotlines, help desks, and community appeal committees was implemented.



IDENTITY MANAGEMENT

- **Paper-based data:** Beneficiary data for in-kind transfers was paper-based, and WFP did not have access to it unless it was for cash-based transfers.
- **Manual processes:** Manual registration and distribution were supported by local authorities, and WFP did not receive timely and accurate distribution reports from partners.

- **Digitalization:** Digitally enabled registration and distribution management systems were rolled out in all Area Offices. SCOPE In-kind was implemented in all areas of operation. Digitalization has facilitated, data cleaning, de-duplication, and anomaly detection/data quality monitoring in a more effective manner resulting in digitized distributions and improved verification of beneficiaries at FDPs.
- **Segregation of duties:** CO has established a streamlined segregation of duties according to the corporate guidelines.
- **Capacity building:** Following the changes, extensive training sessions have been provided for WFP and CPs staff.
- **Biometric registration:** Approximately a 29% reduction in the total number of individuals after biometric registrations.



MONITORING

- **Limited capacity:** CO had limited capacity in terms of number of field monitors to cover monitoring of all food distribution sites.
- **Less structured:** Monitoring processes were less structured and comprehensive.

- **Increased capacity:** Increased the number of field monitors, including third-party field monitors. Training was provided to the field monitors to ensure improved process monitoring, issue identification and escalation.
- **Improved coverage:** Monitoring has significantly improved, reaching 100% coverage for refugee and 94% for relief operations.
- **Market monitoring:** Introduced markets and mills monitoring to track humanitarian food assistance on the market.
- **Real-time monitoring:** Enhanced community engagement and real-time monitoring of food diversion incidents.

MONITORING Cont.

- **Programmatic decision-making:** Based on monitoring the feedback received, CO implemented a visible and centralized distribution plan that informed assisted people and CPs of the distribution plan in real-time, as well as ensuring flexibility in delivery to ensure efficient and respectful experience for communities.
- **Issue identification and escalation digitalization:** issues from process monitoring are now captured and escalated automatically through a ticketing platform (SugarCRM), this has improved the timeliness of issue reporting and resolution.



COMMUNITY FEEDBACK MECHANISM

- **No formal channels:** There were no formalized two-way communication channels for feedback.
- **Unsystematic feedback and complaints collection and escalation:** Feedback and complaints were not systematically captured or addressed promptly. There was a lack of standardization of handling feedback and complaints, which made categorization difficult.
- Affected people had **limited awareness** of the WFP's free toll line.
- **Functional channels:** Formalized two functional channels: a toll-free line and face-to-face help desks.
- **Formalization of CFM:** CFM is integrated into all phases of operations from planning to evaluation, ensuring community voice remains central to WFP's interventions.
- **Digitalization:** Transitioned from paper-based processes to a fully digitalized system through MoDa and SugarCRM, allowing efficient analysis and reporting.
- **Standardization:** Improved data collection quality through a standard intake form



COOPERATING PARTNER MANAGEMENT

- **Limited tools:** CPM SOPs were in place, but only the UNPP was adopted as a digital tool.
- **Weak capacity assessment:** WFP implemented activities mainly through the government without proper capacity assessment and cross-functional visits.
- **Less emphasis on capacity building:** Building capacity of cooperating partners was not prioritized.
- **Revised tools:** CO revised CPM tools to ensure risk management control mechanisms are embedded in CPM processes.
- **Digitalization through Partner Connect:** Roll out of Partner Connect has transformed the CPM processes, establishing a systematic approach to reporting and monitoring.
- **Strengthened due diligence and oversight:** Implemented comprehensive due diligence, capacity assessment, and improvement plans. Regular spot-checks are conducted to ensure quality assurance.
- **Capacity building:** Provided standard inductions and training on AFAC, PSEA, and other cross-cutting issues to CPs to ensure CPs are equipped with necessary knowledge and capacities.



SUPPLY CHAIN

- **Lack of GPS:** Commercial trucks delivered WFP food assistance without GPS tracking.
- **Manual Processes:** Confirmation of food deliveries at the destination was paper based.
- **No regular assessment:** Regular CP assessment was not part of the operation.
- **Comprehensive action plan:** CO implemented the Supply Chain Assurance Project with a 37-point action plan; key changes including the LESS Last Mile solution, the Bag Marking Solution, and piloting the corporate Track and Trace project for end-to-end inventory visibility.
- **Real-time tracking:** WFP Fleet trucks (over 500) and commercial trucks are now trackable within a WFP DOTs platform named Fleet Finder, which allows trucks and the shipments (commodities) from dispatches to deliveries to be tracked.
- **Strengthened CP assessment:** The MoDa assessment tool was created to assess 8 different components of CPs' warehouse management, and a Tableau dashboard was developed to analyze findings. As the MoDa assessment tool is fully embedded into the monitoring assessment, both teams can perform the assessment.
- **Strengthened monitoring:** Increased scheduled and unannounced supply chain field visits. SOPs for standard supply chain field visits have been developed.
- **Centralized data analysis:** CO established a supply chain control tower for real-time data management, which strengthened transparency and accountability of supply chain operations, and used daily by other units for planning.

WFP GUATEMALA ASSURANCE PROJECT

BEFORE & AFTER



World Food
Programme

SAVING
LIVES
CHANGING
LIVES

FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR RELIEF ACTIVITIES



TARGETING

BEFORE

- **Strategy:** CO lacked a comprehensive strategy to address sudden-onset disasters at the national, urban, and rural levels.
- **SOPs:** There were no SOPs to fully engage programme staff, CPs, local authorities, and beneficiaries in operational processes.
- **Compliance:** Significant challenges existed in ensuring full compliance with required targeting processes across all operational activities.
- **Influences:** The targeting process faced challenges with undue influences, such as politicized lists provided by municipal Food and Nutrition Security Committees.
- **Training:** There were gaps in the training of personnel involved in the collection of field information

AFTER

- **Assessment:** The CO successfully completed the 72-hour assessment approach for sudden-onset disasters, which is now fully integrated into the CO's response plan.
- **SOPs:** Targeting SOPs are fully operationalized, encompassing all projects and activities, ensuring consistency and alignment across operational activities.
- **Process:** Staggered targeting process (municipal geographic and community) implemented allowing for the identification of communities with a higher percentage of food-insecure households.
- **Criteria:** Evidence-based targeting and prioritization criteria introduced, facilitating the selection of the most vulnerable populations.
- **Monitors:** RAM Field Monitors hired to coordinate and accompany the field information collection processes more closely.
- **Leaders:** Community leaders socialized about the targeting criteria, and targeting instruments were refined to be less invasive and tedious.



IDENTITY MANAGEMENT

- **SOP:** The CO was developing an SOP for IDM applicable to all CSP activities and transfer modalities.
- **Traceability:**
 - CPs and field staff produced aggregated data that enabled the CO to compare total transfers redeemed against FSP reports, but these controls did not facilitate traceability at the beneficiary level.
 - Internal controls for supervising asset creation and monitoring conditionality compliance for FFA interventions operated independently, limiting traceability.
- **Functional Interrelation:** The interrelation between different functional areas and their roles and responsibilities in IDM was not well understood or accepted.
- **Digitization:** There was a lack of digitization in activities involving the assistance and collection of information from beneficiaries.

- **SOP:** The CO completed the development of an IDM SOP, enhancing its capacity to manage beneficiary data from CSP planning to transfer reconciliation and reporting.
- **Tools:** Internal control tools for transfer reconciliation at the household level has been fully operationalized, enabling comprehensive data on transfers redeemed by date and distribution site, allowing the CO to identify more efficiently any discrepancies in data produced by FSPs.
- **Internal Ecosystem:** An internal ecosystem using MoDA and WFP Analytics has been developed to monitor asset creation and track conditionality compliance for FFA interventions, providing full traceability at the household level.
- **Comprehensive Process:** A comprehensive IDM management process covering all stages implemented, from planning to reporting.
- **Digitization:** The digitization of 100% of activities involving beneficiary assistance and information collection was achieved through investments in mobile devices and training to WFP and CP field staff.
- **Monitoring:** Monitoring by WFP staff is being introduced to accompany some of the processes involving interaction with beneficiaries in the field, such as targeting, asset creation and transfer reconciliation.



MONITORING

- **Focal Points:** Field offices lacked M&E focal points.
- **Process Monitoring:** Only 10% of interventions included process monitoring activities.
- **Warehouse Monitoring:** The CO did not conduct warehouse monitoring.
- **Promotional Materials:** Limited promotional materials were available to inform beneficiaries and local partners about case reporting channels

- **Dedicated Staff:** Field offices equipped with dedicated field monitoring staff to strengthen operational capacity.
- **Process Monitoring Coverage:** 100% of projects are now covered by required process monitoring activities, ensuring comprehensive oversight.
- **Warehouse Monitoring:** First warehouse monitoring exercise completed, with additional monitoring scheduled throughout the year.
- **Inclusivity:** Help desks fully implemented, providing assistance to indigenous populations in local languages to ensure inclusivity.
- **Standardization:** Standardized formulae, code books, and questions aligned with current indicators were introduced.
- **Field Monitors:** Field monitors hired to ensure the implementation and mitigation of monitoring challenges.

MONITORING Cont.



COMMUNITY FEEDBACK MECHANISM

- **Promotional Materials:** Limited promotional materials were available to inform beneficiaries and local partners about case reporting channels, hindering the effectiveness of WFP's feedback mechanisms.
- **Mechanisms:** The CFM faced challenges in implementing new mechanisms to assist beneficiaries in local languages without disrupting existing channels.
- **Licenses:** There was a lack of licenses for Sugar CRM, limiting the ability to follow up on cases and comply with global standards.

- **Incorporation of Feedback:** The incorporation of beneficiary feedback and community engagement into the monitoring framework improved accountability practices.
- **Integration:** Joint CFM analysis was developed separately to identify programmatic and protection risks. Monitoring analysis frameworks developed to capture programmatic risks and high-risk areas. This integration led to the reorientation of programmatic responses based on findings from monitoring exercises. For example, the process monitoring and review of CFM calls related to registration pilots were completed, leading to adjustments in the registration process. In addition, M&E reported CFM potential risks identified in post-distribution monitoring for consequent follow up and programmatic adjustments.



COOPERATING PARTNER MANAGEMENT

- **Standardization:** CPM processes lacked standardization, with key activities such as spot-checks, evaluations, and capacity-strengthening initiatives not consistently coordinated or streamlined across units.
- **Limited Capacity-Strengthening:** Capacity-strengthening efforts were limited to induction workshops and project-specific trainings, with no systematic or strategic approach to address the specific needs of CPs.
- **CP Engagement:** Engagement with prospective CPs was conducted independently by individual activities or field offices, rather than through a centralized and coordinated approach.
- **Spot-checks:** Only financial spot-checks were conducted, limiting oversight and comprehensive evaluation of CPs' performance.
- **Workforce Capacity:** CO did not have a dedicated CP Manager.

- **Revised SOP:** The CPM SOP has been revised, providing a detailed guide encompassing all processes, systems, tools, and functions necessary for effective CP management. Socialization among CO staff conducted.
- **Capacity Strengthening Plan:** A six-month capacity-strengthening plan for CPs has been developed to systematically address identified needs and enhance operational capacities.
- **Onboarding Package:** A CP onboarding package is under development to support prospective and future partners, with the objective of broadening WFP's roster of potential CPs.
- **Spot-checks:** Joint spot-checks, coordinated between the Programme and Finance units, successfully conducted, ensuring a more integrated oversight approach.
- **Workforce Recruitment:** The recruitment process for a full-time CP Manager is in its final stages, aligning with corporate guidelines on CP management and to strengthen the implementation of the risk mitigation plan.
- **Tools:** Corporate tools and templates for CP management, including the UNPP Partner Connect, FLAs, and financial reporting templates, have been fully operationalized to enhance consistency and compliance.
- **Assessment:** A comprehensive fraud risk assessment for CPM has been completed, and an action plan to mitigate identified risks is being implemented.



SUPPLY CHAIN

- **Due Diligence:** The suppliers' due diligence process was not fully executed in accordance with corporate guidelines.
- **Physical Inventory:** Physical inventory checks were conducted exclusively by WFP warehouse staff, with no involvement of third-party verifications.
- **Warehouse Surveillance:** Warehouses were equipped with video surveillance systems
- **Traceability:** Transport systems lacked adequate mechanisms to ensure full traceability of commodities.
- **Planning:** There was a lack of traceability and planning mechanisms for food in warehouses.
- **LESS Last Mile:** Considering that the final distribution of food is the responsibility of the Government of Guatemala, the implementation of LESS Last Mile for real-time traceability encountered challenges due to low motivation among government staff at distribution points.

- **Due Diligence:** Due diligence processes for suppliers were reinforced, ensuring compliance with market standards. The suppliers' due diligence process has been completed at 85%.
- **Physical Inventory:** Physical inventory checks are now conducted by WFP staff from other functional units and cross-referenced with warehouse staff's PI checks for reconciliation.
- **CCTV:** Security measures for 11 warehouses were reinforced with security guards and enhanced access controls in addition to existing CCTV systems
- **Traceability:** The assurance plan improved planning and monitoring mechanisms for supply chain operations, ensuring traceability of food from storage to final destination.
- **LESS Last Mile:** Staff from WFP and government counterparts have been trained in the implementation of LESS LAST MILE to improve the traceability of transported commodities.
- **Inventories:** Monthly inventories and PI checks were conducted, and the LESS system was updated for better inventory management.

WFP HAITI ASSURANCE PROJECT

BEFORE & AFTER



SAVING
LIVES
CHANGING
LIVES

FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR RELIEF ACTIVITIES

BEFORE

AFTER



TARGETING

- **Food security needs** were determined solely based on the national food security assessment (ENSAN).
- **Beneficiaries** were targeted individually using government social registries (SIMAST) or other competing methods with little coordination and documentation.
- **Regular staff turnover** risked new M&E staff not mastering targeting approaches and SOPs.
- **Individual targeting** was conducted separately from registration, taking more time.
- Monitoring of **target performance** was not systematic.

- **Food security needs** are now determined based on ENSAN, IPC food security classification, and additional WFP geospatial prioritization considering climate-related risks.
- A **targeted strategy** with context-specific approaches and new evidence-based vulnerability criteria was established. **Staff capacity building** on the new targeting strategy and related SOPs was completed, and the VAM team was strengthened.
- A **joint individual targeting and registration strategy** was developed, reducing the time to complete the process and ensuring timely assistance.
- **FSOM** was introduced to capture non-beneficiaries, and targeting performance monitoring was systematized and integrated into the RAM dashboard.
- **Internal targeting governance** has been improved with the establishment of an internal targeting committee within the CO – involving various units – responsible for monitoring and guiding the CO's targeting strategy.



IDENTITY MANAGEMENT

- Challenges existed in identifying targeted households for **registration**.
- **Manual processes** with limited efficiency, data protection, and control.
- **Paper-based distributions** for in-kind assistance with limited tracking and no household-level reconciliations.
- **Lack of system or tools** for payment instrument management and tracking.
- **Limited digital reconciliation** and controls for CBT assistance and in-kind distribution

- **Combined beneficiary targeting and registration** via SCOPE Mobile App, with the introduction of household Unique Identifier QR codes.
- **Pilot usage of DARTS** for data cleansing and biographic deduplication, and creation of secure channels for data sharing with partners.
- **100% of in-kind beneficiaries' data** is now registered or cleansed and imported into SCOPE.
- **Payment Instrument Tracking** system developed and being tested for SCOPECARDS and SCOPECARD Light.
- **Digital reconciliations and controls** for CBT assistances and in-kind distributions are being implemented by April 2025, via SCOPE.



MONITORING

- **Coverage of M&E** activities was less than MMR, with 20% coverage of 1,800 WFP-supported schools in 2022 and no dedicated M&E budget.
- **Regular staff turnover** risked new M&E staff not mastering WFP's M&E process and SOPs.
- **Monitoring tools, processes, and systems** were less comprehensive and not fully aligned with new evidence requirements.
- **Monitoring coverage** for activities involving direct transfers was at 72% in 2023.

- **Field M&E capabilities** were strengthened with more stable staff contracts and additional field staff.
- **TPM** was used to increase M&E coverage in difficult areas.
- **Existing M&E SOPs** were updated, and a TPM SOP was developed.
- A **new M&E escalation system** using SugarCRM was implemented for faster change and better management.
- A **comprehensive multilayered monitoring approach** was implemented, including face-to-face visits, TPM, and remote monitoring by a call center.
- **Remote Post Distribution Monitoring** is being piloted in difficult-to-access environments, starting in the capital (Port-au-Prince) through a call center, with the expectation of scaling up in the coming months following lessons learned.
- The **monitoring toolkit** was extensively revised, and SOPs were updated to comply with corporate guidance.

MONITORING Cont.



COMMUNITY FEEDBACK MECHANISM

- The WFP Haiti CFM consisted of an internal hotline (8811) managed by WFP operators, which had limited capacity to handle calls.
- **Feedback** was managed using a non-standardized version of SugarCRM, and data from different CFM channels were not centralized.
- The **level of knowledge** among beneficiaries regarding the hotline was very low.
- The **hotline** was managed in-house with limited technology to ensure proper management of calls and feedback.

- **Monitoring coverage** increased to 92% in 2024.
- **New escalation systems** and a unified dashboard for data visualization significantly improved the monitoring framework.



COOPERATING PARTNER MANAGEMENT

- SOPs reflected older assurance standards.
- **Incomplete utilization** of UNPP.
- No digital process for **CP management**.
- No CP focal point for **PSEA**.
- No process for **oversight checks**.
- No **Environmental Social Safeguards** in place.
- CPs managed cases collected on the ground directly, with monthly report submissions to WFP.

- **Updated SOPs** were being drafted, including a formalized process for cross-functional spot checks.
- **Full usage of UNPP** was implemented.
- Implementation of **Partner Connect** was started.
- A **PSEA** focal point was nominated to evaluate and support partners.
- A formalized **spot check** process was being established.
- 80% of current FLAs have **Environmental Social Safeguards** in place.
- CPs now collect cases through a **MoDA** form connected to **SugarCRM**, providing real-time visibility and efficient case management.
- The augmented assurance plan facilitated **better coordination and communication with partners**, improving the overall efficiency of managing community concerns.



SUPPLY CHAIN

- Obsolete **camera security systems** in all warehouses.
- Limited Supply Chain **field presence**.
- No valid **Logistics Services Market Assessment** for market knowledge for efficient services contracting.
- The **tracking of commodities** to the FDPs was less effective.

- **Warehouse and stock security** were improved with new camera systems that deter theft by their visible presence, monitor in real time, provide evidence, support access control by verifying entries, improve safety by spotting hazards, and enhance oversight by enabling remote and on-side supervision.
- Supply Chain **increased its field presence** through regular joint missions planned and executed with Programme to oversee and advise on logistics matters.
- The **completed Logistics Services Market Assessment** has identified more local capacities and, thus more options, enabling smarter decisions, improved efficiency, reduced external reliance, and greater operational agility.
- **LESS Last Mile coverage** is being extended, and the CO implemented food traceability by printing customized information on bags and cartons before dispatch to FDPs, which can be used to trace the information during transport and after handover to CPs.

WFP LEBANON ASSURANCE PROJECT

BEFORE & AFTER



World Food
Programme

SAVING
LIVES
CHANGING
LIVES

FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR RELIEF ACTIVITIES

BEFORE

AFTER



TARGETING

- The **Emergency Social Safety Net (ESSN)** programme targeting is conducted by the Government of Lebanon, using socio-economic vulnerability assessments conducted by third parties. As targeting is not entirely managed by WFP, potential reputational risks could arise, particularly since the selected families were not WFP-targeted beneficiaries. Among the risks is the potential misuse of beneficiary data by the Government for purposes not aligned with WFP's humanitarian mandate. As this process fell outside WFP's direct control, WFP lacked the authority for visibility or validation.

- The ESSN/AMAN targeting remains under the Government's purview, based on World Bank targeting methodology, and goes beyond WFP's responsibilities under the ESSN service provision agreement. As part of its technical assistance to the Government, WFP Lebanon support the Ministry of Social Affairs in the implementation of a recertification exercise to revise the inclusion of vulnerable households in line with the existing ESSN/AMAN targeting methodology. WFP continues to advocate with the Government to revise and update this targeting methodology and has offered technical assistance in this regard.
- Targeting processes related to WFP programmes are informed by robust needs assessments and thematic analyses. The targeting methodology for the refugee programme has been continuously refined over the years and is currently being adapted to a projected reduced caseload for the upcoming targeting cycle starting October in close coordination with UNHCR. The targeting methodology for WFP's Lebanese crisis response via in-kind assistance is currently under rigorous impact evaluation with support from Office of Evaluation. Targeting for the Shock-Responsive Safety Net during the emergency response has been conducted by WFP based on available vulnerability data and geographical prioritization, building on lessons learned from past targeting exercises.



IDENTITY MANAGEMENT

- Lack of proper corporate IDM system:** Challenges for Lebanon are due to the absence of a unique identifier for Lebanese, leading to difficulties in ensuring the uniqueness of beneficiaries. Raised to HQ in June 2022 and approved as a global need. In interim, CO is managing data through a local SQL database.
- As part of the overall **approach to diversify FSPs** and create more options for people to decide from where to redeem their transfers, CO was exploring the possibility of leveraging on the HQ tender to identify an aggregator that can function in Lebanon.
- In Lebanon, **SCOPE** had originally been set up solely for card management and was integrated with BLF, the main financial service provider. At the time, there had been no need to register individuals in SCOPE. However, since its initial setup, programme needs and requirements had evolved. Individual-level data in SCOPE had become increasingly relevant for various programmes to support reporting, SugarCRM, PIT, individual-level payments, and to minimize data sharing with partners.
- Assistance coordination platform:** Biographic data-based platform deployment is underway. Budget for anonymized identifiers is allocated, and CO awaits HQ approval and timeline for completion.
- CO to agree with the government on the **validation principle** and accordingly to work with the PIT team to adjust the system for CO use.

- IDM system:** While an IDM system solution is sought at the global level, CO shared its requirements with HQ TEC for assessment. Local solutions presented to HQ TEC were not approved and an agreement was reached to replace the Lebanon data base with the MoDa Platform solution approved by TEC. Moreover, Lebanon CO finalized an updated IDM SOP detailing the entire process for registration, handling and hosting beneficiary data until the point of generating payment files.
- Absence of aggregator/switch function:** Based on HQ's feedback, the global aggregator solution through an external service provider is not available for Lebanon due to the lack of interest by the bidders. In addition, HQ noted the risk for WF to host such function in terms of high financial liability. The discussion is therefore parked until new guidance is provided by HQ on how to enable such function for Lebanon.
- Expanding individual-level data in SCOPE:** Templates and initial data analysis is completed with feedback on gaps being prepared. Import implementation is scheduled once analysis is finalized, with funding secured for service provider costs. In addition, CO has shared the business case for implementing SCOPE In-Kind in Lebanon, replacing the legacy voucher-based delivery mechanism following a series of successful testing in the training environment. CO will plan to run a pilot for SCOPE In-Kind by June 2025.
- Assistance coordination platform:** Solution for anonymized generation of identity keys by partners was developed. WFP supports the Ministry of Social Affairs in establishing its assistance coordination platform for the recovery phase.
- Following the discontinuation of the National Poverty Targeting Programme and integration of eligible families in the Government's ESSN/AMAN programme, **card validation is no longer required**. Current ESSN/AMAN beneficiaries receive their entitlements via Western Union, with identity validation occurring at every redemption.



MONITORING

- While monitoring tools and processes had been in place, they had not been consistently documented or standardized. Implementation had faced challenges due to the complex local context, including overlapping crises and access constraints.

- Monitoring plans and guidelines for CSP activities** established and jointly reviewed by the CO and Field Offices, using risk matrices specific to redemption points. In 2024, more than 3,500 monitoring visits were carried out across some 800 distinct WFP sites, including ATMs, MTOs, shops, self-validation points, schools, and distribution sites. Monitoring coverage was prioritized based on a risk classification system (high, medium, low), informed by historical trends, location-specific sensitivities, beneficiary caseloads, and the nature of each activity.



MONITORING

- The quality of collected monitoring data was sufficient, however **delays in the escalation of findings** had been observed, which occasionally impacted the timeliness of follow-up actions and management response. Actions taken included the regular recording of findings in a dedicated M&E tracking sheet.
- Potential **conflict of interest** of WFP staff was raised as a possible area of concern.

- **Quality of data collected** is ensured through data quality checks, filters, and regular refresher training to Field Offices and partners. The cleaning process follows a multi-layered approach: data is first reviewed by the CP for completeness and consistency, then further validated by the Field Office for logic and accuracy, and finally reviewed by the CO for cross-checks and aggregation. This **tiered validation** ensures that anomalies—such as duplicated records or illogical entries—are identified and addressed before analysis.
- **Monitoring staff rotations and segregation of duties** enforced to strengthen oversight and reduce the risk of bias or undue influence during field activities.
- CO implemented a local solution to **flag and track M&E findings**, incorporating escalation guidance within the monitoring forms. This system had resulted in immediate programmatic changes, including the regular updating of redemption points and the deactivation of WFP-contracted shop POS devices due to repeated issues flagged during field visits.
- **Monthly monitoring reports** and an M&E issues tracker are now widely shared and used for programmatic changes.



COMMUNITY FEEDBACK MECHANISM

- In early 2024, the **majority of CFM users** sought information on assistance and appealed targeting decisions related to families that were not prioritized for assistance - especially those that had been assisted in the previous period. Programmatic changes like transfer value adjustments, temporary cash assistance and the close-out of the NPTP were also among the most frequently asked questions.
- WFP Lebanon has established a **comprehensive CFM** to allow affected populations and stakeholders to report any concerns. The system includes multiple channels such as a call center, on-site helpdesks, and email, all supported by a Customer Relationship Management system that logs and tracks feedback. A cross-functional CFM Technical Working Group reviews the data and generates reports for management, while community representatives help facilitate two-way communication between WFP and beneficiaries.
- The CFM had been accessible through various channels; however, it did not yet include an **anonymous reporting feature**, and the use of its data to inform programmatic decisions had room for improvement.

- In 2024, WFP Lebanon's CFM recorded almost 520,000 claims, with 92% resolved within one week, 94% within two weeks, and 96% within the same month.
- Later in 2024, the CFM saw a surge of conflict-related concerns, including requests for food and shelter for displaced populations. Some protection concerns on discrimination, especially against Syrian refugees, escalated in April 2024 after the fatality of a Lebanese Forces Official. Similar incidents were reported during the conflict by marginalized groups, like refugees and migrants, who faced discrimination in accessing shelters designated by the Government.
- CO added a feature for **anonymous reporting in SugarCRM** and is piloting a new tool called Call Centre Studio to improve accessibility and functionality.
- Efforts are being made to continuously **strengthen the use of CFM data in decision-making**. Beyond complaint resolution, the CO leveraged the CFM data to inform targeting decisions and conducted household verification visits to 4,200 families that requested assistance through the CFM. Eventually, 1,831 families qualified for assistance under the Lebanese crisis response retargeting exercise. Regarding requests for information and assistance beyond WFP mandated assistance, the CO built robust referral pathways through the inter-agency referral mapping, partnering with organizations for persons with disabilities and through the Ministry of Social Affairs' grievance redress mechanism.



COOPERATING PARTNER MANAGEMENT

- CPs play a vital role in the successful implementation of WFP's operations in the country. CO noted some areas for improvement, including:
 - **Augment capacity in procurement processes** for some CPs, specifically for the school meals programme, where some instances highlighted non-compliance with WFP's procurement regulations.
 - Need to **strengthen partners' capacities** through targeted trainings, coaching, and spot-check visits to enhance compliance and operational performance.
 - Need to **conduct baseline and mid-term performance evaluations** to assess progress and identify improvements and the need to implement action plans during performance exercises to address identified areas for improvement.

- CO has significantly invested in **assessing and improving the capacity of CPs** to ensure quality programming by:
 - **Ensuring CP procurement processes align with WFP's standards**. WFP procurement team oversaw the supplier bidding and selection process among the school meals CPs.
 - **Institutionalizing baseline, mid-line and end-term performance evaluations** that are complemented by spot checks to assess and monitor partners' capacity and identify areas for improvement. Based on assessed capacity gaps, targeted improvement plans and follow-up actions are designed, implemented and tracked. In 2024, CP spot checks were conducted for all partners and performance evaluations were fully conducted for most activities.
 - **Creating and centralizing a database (partnership tracker)** for comprehensive tracking of FLA-related information and has digitized its engagement with potential CPs through UNPP.



SUPPLY CHAIN

- The **lack of integration between corporate systems**, specifically LESS and COMET, had hindered efficiency and best use of corporate resources aimed at retaining full visibility, reconciliation and optimization of Track and Trace functions linking Programme and Supply Chain to final distributions points. Noting that Supply Chain liabilities per the regulatory framework is linked to the handover of food to CP as per waybills. This had posed challenges in aligning data and processes across functions. As this was a corporate-level issue, it had not been within the CO's scope to resolve unilaterally, given that it required system integration at the global level.

- The CO established an **SOP and protocols** to document and increase accountability and visibility of losses.
- **Regular and frequent reconciliation** are done manually between COMET and LESS.
- **Regular and ad hoc spot checks** had been conducted as part of the CO's ongoing cross-functional efforts. While spot checks had always been a standard practice, their frequency increased in line with the GAP implementation. Follow-up assessments and targeted trainings were carried out to address identified gaps.
- **Function-specific training** provided to CPs to enhance their capacity in commodity handling and accounting.
- Superintendents actively participated in **physical inventory counts** to ensure accuracy and eliminate discrepancies.

WFP MADAGASCAR ASSURANCE PROJECT

BEFORE & AFTER



World Food
Programme

SAVING
LIVES
CHANGING
LIVES

FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR RELIEF ACTIVITIES

BEFORE

AFTER



TARGETING

- **Limited capacity:** CO had limited knowledge of corporate guidance on community-based targeting and targeting-related risks.
- **Lack of standard procedures:** CO had an unclear process for the verification of results of community-based validation, with roles and responsibilities not well-defined.
- **Undue influence:** Targeting processes were vulnerable to external influence from local authorities or influence groups.

- **Community-based approach:** The implementation of a targeting committee composed of community representatives and community engagement in the validation process facilitated effective targeting and ensured a participatory and equitable approach.
- **Feedback mechanism:** A complaints system and its escalation system established where communities could voice their targeting-related concerns.
- **Capacity building:** Training sessions and support on targeting provided to partners to manage capacity gaps. A Targeting Strategy and a Targeting Working Group have been implemented for governance.
- **Reduction of external influence:** By introducing community complaints committees and CFM, community validation of lists was strengthened and external influence effectively reduced.
- **Risk-based approach:** A dedicated RAM risk register including targeting was developed to ensure risk management is embedded in the targeting process.
- **Interagency coordination:** Effective interagency coordination mechanisms have been established. FCS and HCT are in place to discuss all issues related to the targeting and prioritization.



IDENTITY MANAGEMENT

- **Identification:** There were gaps in the beneficiary identification process.
- **Digitalization:** IDM and delivery processes were not fully digitalized and mostly manual, leading to inefficiencies and security concerns.
- **Challenges:** There were challenges with staff forgetting their identities and issues with re-initialization.

- **Digitalization:** Implementation of the SCOPE platform significantly improved the digitalization of humanitarian processes, including the de-duplication of household itineraries.
- **Enhanced data security:** Enhanced security measures for accessing different platforms and better management of roles and permissions. CO collects the minimum of personal data needed to make the transfer/distribution happen. CO has established data exchange and transfer processes when sharing data with partners.
- **Strengthened de-duplication:** CO established a dedicated team for de-duplication to minimize the risks and optimize efficiency.



MONITORING

- **Lack of escalation system:** There was not a process for tracking, analyzing, and following up on monitoring issues identified.
- **Lack of segregation of duties:** Lack of segregation of duties between programme and monitoring at the field level, leading to ineffective monitoring.
- **Focus on quantitative data:** Monitoring focused on collecting quantitative data related to food distribution and immediate outcomes, with less emphasis on the process.

- **Digitalization:** Adoption of digital tools like MoDa, Tableau, and SugarCRM enabled better traceability and real-time data collection and analysis.
- **Risk-based approach:** Risk-based monitoring framework allowed better targeting of priority areas, ensuring efficient monitoring.
- **Strengthened process monitoring:** Through SugarCRM, CO established a process monitoring escalation system.
- **Monitoring budget allocation:** CO conducted a review of monitoring expenses to ensure RAM budget and expenditure are charged from the correct budget.

MONITORING Cont.

- **Lack of standard tools:** Monitoring tools were not standardized, resulting in inconsistent monitoring and challenges for aggregation and analysis.
- **Enumerators:** A roster of enumerators with WFP contracts established for process and outcome monitoring.
- **Use of Monitoring Data:** Monitoring reports are consistently shared with Programme teams and the results reviewed with RAM for analysis. The results are used to generate recommendations to inform programme adjustments and address identified issues.



COMMUNITY FEEDBACK MECHANISM

- **Gaps in CFM:** Feedback mechanisms were informal and lacked structure, making it difficult to address grievances effectively.
- **Limited accessibility:** Feedback channels were not accessible across all locations, activities, and populations.
- **Data Collection:** Data collection practices were inconsistent and did not adhere to corporate standards.
- **Case Handling:** Case handling processes were fragmented, with no systematic documentation or follow-up.
- **Manual process:** Feedback was managed through offline tools, exposing sensitive data to privacy risks, and lacking centralized, secure, and digitized systems.
- **Increased accessibility:** CFM channels, including help desks and complaint committees, are available in all assisted locations, with at least one face-to-face channel operational everywhere to ensure inclusivity.
- **Digitalization and automation:** Data collection has been standardized using MoDa and Sugar CRM. Case handling processes are automated, improving transparency and ensuring timely resolution. This has allowed for the resolution of 95% of low-priority cases within 15 working days.
- **Monitoring and analysis:** Regular monitoring and enhanced analysis of feedback data to identify trends and recurring risks facilitated data-driven decision-making.
- **Safe data management:** All CFM data is centralized on secure digital platforms, safeguarding sensitive information with role-based access controls.



COOPERATING PARTNER MANAGEMENT

- **Lack of capacity:** CO had a limited understanding of the CP landscape and the CPs' operational, institutional, and financial capacity.
- **Unclear roles:** There was confusion about the roles and responsibilities between WFP and CPs.
- **Lack of centralization:** CO did not have a dedicated CPM unit, leading to inconsistencies in CPM processes. Having CP management at activity level led to a high number of FLAs, leading to challenges for tracking.
- **Standardization:** CO established a dedicated CPM unit and SOPs, which facilitated streamlined CP management processes.
- **Digitalization:** Through the UNPP and Partner Connect, CP selection and engagement processes are digitalized, allowing better tracking and reporting.
- **Strengthened oversight:** Regular spot checks and performance evaluations are now in place to identify and address partner challenges.
- **Capacity strengthening:** Comprehensive onboarding and induction training including AFAC and PSEA are provided to CPs.
- **Integrated FLAs:** The integrated FLA has been rolled out to minimize the number of FLAs and promote efficiency.



SUPPLY CHAIN

- **Limited control:** CO had limited control over transport cargo allocation.
- **Delays in tracking:** There were delays in delivery confirmation to CPs, hindering real-time tracking.
- **Limited staffing:** CO had inadequate supply chain staffing levels.
- **Control over transport cargo allocation:** Revision of transport allocation criteria and processes formalized through a validated LCC based on Transport Manual Instructions.
- **Centralization of transport allocation:** Validation process and implementation of Transport Agreement Solutions improved oversight over cargo allocation.
- **Enhanced tracking:** Successful implementation of LESS Last Mile solution enabled effective monitoring of supply chain and improved accountability. Use of LESS Last Mile Solution, coupled with weekly monitoring of unconfirmed receipts at Partners Location, reduced delays in delivery confirmation, facilitating invoice payment and LESS-COMET reconciliation.
- **CCTV:** CCTVs are installed in all WFP warehouses, which strengthened monitoring of supply chain processes
- **Staffing:** CO has reviewed the supply chain organigram to ensure effective governance, and the recruitment of a Food Technologist has been launched.
- **Capacity building for CPs:** Supply chain participated in the training of CPs on warehouse management.
- **Strengthened inventory check:** CO conducts and reconciles physical inventory counts monthly.

WFP MALI ASSURANCE PROJECT

BEFORE & AFTER



World Food
Programme

SAVING
LIVES
CHANGING
LIVES

FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR RELIEF ACTIVITIES

	BEFORE	AFTER
 <p>TARGETING</p>	<ul style="list-style-type: none"> Targeting was conducted through paper-based registrations. The CO did not have a targeting governance structure. The CO had a targeting methodology but lacked a targeting strategy. 	<ul style="list-style-type: none"> The registration process was digitized through SCOPE App. The Targeting and Prioritization Working Group is put in place. To strengthen capacity building, training for CPs and WFP staff was conducted. Targeting strategy was developed.
 <p>IDENTITY MANAGEMENT</p>	<ul style="list-style-type: none"> The CO did not use SCOPE to digitally track in-kind distributions, even though it had achieved 90% coverage of CBT activities . Deduplication was done manually using Excel. Reconciliation was performed through DARTS but not adapted for the size of the CO and required some manual manipulation. 	<ul style="list-style-type: none"> The CO fully digitized SCOPE in-kind in Kidal, achieving 100% digital operation using the new SCOPE in-kind module and ready to scale up. Successful piloting of photo deduplication, as the CO was selected as one of the global pilots for the photo deduplication tool. The CO is finalizing PIA to use the photo for identity and deduplication management for the lean season assistance. Process to automate reconciliation and anomaly detection for both CBT and in-kind distributions is ongoing in collaboration with HQ.
 <p>MONITORING</p>	<ul style="list-style-type: none"> There was a lack of a fully functioning escalation system with managerial-level decision-making. Limited monitoring activities, especially for insufficient coverage of WFP Field Monitoring Assistants (FMA). The CO did not implement a systematic risk-based monitoring approach. 	<ul style="list-style-type: none"> With the support of HQ, CO is implementing an escalation system with managerial-level decision making for corrective actions, through the creation of an anomaly detection dashboard. A remote monitoring system was established through a call center. CO contracted additional TPMs to increase monitoring. Digital tools for monitoring, such as MoDa, are fully implemented. CO developed a systematic risk-based monitoring approach backed by an official memorandum.
 <p>COMMUNITY FEEDBACK MECHANISM</p>	<ul style="list-style-type: none"> Only Numero Vert was digitalized in Sugar CRM. The CO was unable to have a full picture of feedback and categories of complaints. Limited accessibility to beneficiaries' complaints 	<ul style="list-style-type: none"> With the implementation of SugarCRM, the entire process of CFM including TPM and help desk were included to better align and systematize all feedback from the field. Complaints were categorized and systematized and it is now easier to identify complaints that are highly sensitive or low sensitivity.

COMMUNITY FEEDBACK MECHANISM Cont.

- **82% of activities to meet the CFM benchmarking are implemented**, with the remaining pending work being completed with HQ.
- An **API (application programming interface)** has been established between MoDA and SugarCRM, to enable the digital logging of key issues found during process monitoring.
- The **CO-piloted help desks in areas without network coverage**. Following positive feedback, the system was scaled up, and currently, there are 35 help desks in operation. The help desk service is being digitized through the MoDa platform. The toll-free number has been digitalized since its launch, and SugarCRM is used to manage cases related to the toll-free number.
- **Training for CPs and TPMs** on the setting up and running help desks and complaints committees.

COOPERATING PARTNER MANAGEMENT

- There were **gaps identified** in CP assessment, assurance, and reporting.
- CP spot-check **missions were infrequent**, and reports were not shared with CPs.
- CPs performed **both targeting and distribution** for the same activities.
- **FLAs lasted one year**, limiting capacity building.
- **Segregation of duties** was maintained during 2025 CP contracting ensuring separation of targeting partners from those of distribution.
- **Oversight of CPs was strengthened** through regular performance evaluations
- For the CPs selected in 2025, a **comprehensive onboard program** was completed (finance, protection, invoicing, PSEA, partnership, distribution).
- **Two-year FLAs** have been signed with CPs to ensure a capacity building plan will meet the needs of the CPs.
- Over **12 spot checks** were completed through cross functional missions focusing on risk-based approach and capacity strengthening
- CPM process was digitalized through **Partner Connect**.

SUPPLY CHAIN

- A **third-party physical inventory** was required as part of the corporate GAP framework for all WFP Country Offices.
- **Supply chain network designs** need to enhance operational efficiencies in alignment with programmatic needs.
- **Training in Supply Chain tools** is required to enhance users' expertise and promote data driven decision-making and planning.
- The third-party physical inventory was successful, with recommendations focusing on routine Supply Chain activities in Mali. Implementation of the recommendations is already underway, including a reinforcement of quality controls on food storage and purchases having a dedicated FSQ focal point at CO level.
- Leveraging the Regional Bureau's analysis of Mali's upstream corridor alternatives, along with tonnage forecasts and activity roll-out plans, the Supply Chain developed a Concept of Operations highlighting the CBT and food assistance axis for WFP in Mali, as well as the corresponding Supply Chain setup. This network design is currently under review with HQ support, given the new context of budget limitations and activities reprioritization.
- The PRISMA tool was implemented, offering a dashboard for resource planning, an overview of gaps and surpluses, and enhanced real-time tracking of available resources for in-kind assistance.
- The CO is working to scale up the LESS Last Mile solution in its in-kind operation. Last Mile aims to provide real-time records of food deliveries at the CP level. Training in this system was included in the onboarding sessions for CP and TPM agents collaborating with WFP in Mali.

FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR RELIEF ACTIVITIES

BEFORE

AFTER



TARGETING

- **Informal monitoring:** When VBT methodology was implemented for the conflict response in Cabo Delgado province, implementation was monitored through weekly calls, real time updates and coordination. It lacked an internal structure to systematically share and document lessons-learned and define roles and responsibilities.
- **Inclusion and exclusion errors:** Beneficiaries' selection was often done by government representatives and community leaders, leading to significant inclusion and exclusion errors.
- **Capacity gaps:** Technical knowledge on effective targeting processes and methodologies was limited to the CO's targeting focal point.
- **Weak risk identification:** Targeting-related risks were partially identified, assessed, and integrated into the CO's Risk Register.

- **Monitoring and CFM:** The monitoring framework was revised to include targeting criteria verification. CFMs were adapted to handle targeting-related cases, enabling more expedited verification activities.
- **Internal coordination:** An internal Targeting Working Group was established to enable informed and coordinated decision-making.
- **Evidence-driven approach:** CO expanded the VBT to three additional districts of Cabo Delgado (Mocimboa da Praia, Muidumbe and Nangade), which allowed CO to reduce targeting errors.
- **SOPs development:** SOPs for caseload management were developed; targeting SOPs for all CSP activities, including changing lives agenda, are kept up to date with each new project.
- **Capacity building:** A national targeting workshop was held to strengthen CO and sub-office capacities, and FLAs were adjusted to incorporate additional resources to build CP capacity.
- **Risk mitigation:** The CO Risk Register was updated to account for a more comprehensive list of targeting-related risks, with identified and implemented mitigation measures.



IDENTITY
MANAGEMENT

- **Limited tools:** MoDA and SCOPE used for registration, but biometric adjudication was absent, and biographic de-duplication was limited to CBT interventions.
- **Reconciliation challenges:** Reconciliation of paper vouchers relied on an in-house tool with limitations and inability to reconcile at the individual level.
- **Tracking challenges:** SCOPE card tracking was challenging due to the use of Excel spreadsheets.
- **Capacity gaps:** Limited awareness and integration of IDM principles and assurance.
- **Data sharing:** Data sharing with FSPs was done either through their secure data platform (for payment instruction) or through SharePoint.

- **SOPs development:** SOPs for key IDM processes (SCOPE, Light Registration, deduplication) were developed to streamline IDM processes.
- **Capacity building:** Significant progress has been made in raising awareness about IDM principles and embedding an IDM culture across all units.
- **Biometric deduplication:** Biometric deduplication and adjudication were conducted prior to distributions in IDPs context, and biographic deduplication was enhanced for all other programmes.
- **Strengthened reconciliation:** The end-to-end paper voucher solution was piloted, and individual-level reconciliation was extended to in-kind assistance.
- **Data security:** CO has provided training on data protection and privacy to Programme and RAM units, strengthening data management and sharing practices. Furthermore, unused identity records in SCOPE were successfully purged and NEST was configured for data sharing with FSP.
- **Strengthened tracking:** Payment Instrument Tracker for tracking of SCOPE cards was piloted successfully.



MONITORING

- **Lack of segregation of duties:** Monitoring staff were often involved in programme implementation, reducing monitoring coverage and preventing effective segregation of duties.
- **Weak process monitoring:** Focus was primarily on outcome monitoring. For example, CO fully met MMRs for outcome monitoring, but only partially met for process monitoring.

- **Segregation of duties:** As a result of the country-wide organizational alignment, monitoring functions were successfully segregated from program implementation.
- **Strengthened process monitoring:** CO has strengthened process monitoring and escalating monitoring results. CO has direct discussions with CPs on monitoring findings, fostering shared accountability.
- **Risk-based approach:** A risk-based monitoring approach was put in place, and MMRs were met for all programmes. Targeting criteria verification was incorporated in the regular process monitoring activities.

MONITORING Cont.

- **Issue escalation:** An issue escalation digital intake MoDa form was rolled out but was not effective or widely used. Significant delays in reporting, up to three months.
- **Data triangulation:** CFM data was not leveraged or triangulated with process monitoring findings.
- **SugarCRM rollout:** SugarCRM for process monitoring issue escalation and resolution rolled out, allowing systematic case management and ensuring coordination for timely case closure.
- **Multi-layered approach:** A multi-layered monitoring approach established, including face-to-face and remote third-party process monitoring.
- **Integration of CFM data:** CFM management started its transition to RAM unit to improve the use of CFM data to inform the risk-based monitoring site selection, triangulate monitoring findings, and analyze trends to proactively adjust programme implementation.



COMMUNITY FEEDBACK MECHANISM

- **Integration issues:** CFMs were under the Gender, Protection and Inclusion unit and not systematically integrated into monitoring activities.
- **Limited clarity on roles and responsibilities:** Limited clarity on step-by-step processes and roles and responsibilities related to CFM case management.
- **Limited outreach of CFMs to non-emergency programmes:** CFMs for non-emergency programmes not systematically established.
- **Capacity gaps:** Gaps in capacity of community-led CFMs and CP and government capacity in CFM management.
- **Fragmented CFM data management:** Two databases for different CFMs in use, with limited functionality for systematic case tracking and closure.
- **Escalation and resolution challenges:** CFM reports produced by the sub-offices on an ad-hoc basis and not always disseminated with relevant stakeholders.
- **Internal alignment:** CFM responsibilities transitioned to the RAM and M&E teams and CFM SOPs are being updated, allowing a more effective integration between monitoring and CFM, better coordination and clearer accountability of technical units.
- **Community engagement:** Enhanced community consultations, outreach and visibility to increase awareness on beneficiary rights, to better tailor CFMs to community preferences, and to resolve issues raised through CFMs.
- **Capacity strengthening:** Led to empowered community committees, strengthened capacities of CPs and government on CFM management and opportunity to pilot a training package for local leaders on AAP.
- **Risk analysis:** Integrated context and risk analysis (I-CARA) for Cabo Delgado covering conflict sensitivity, protection, gender equality and disability inclusion was completed, leading to the strengthening of do-no-harm and conflict-sensitive approaches and initiatives.
- **Expanded outreach of hotline:** Leveraged existing emergency hotline to expand to WFP's non-emergency activities.
- **Digitalization:** Case intake and tracking is being fully digitalized and integrated for different CFM channels, which allows timely action for case resolution and enhanced accountability towards closing the feedback loop.
- **CFM monthly reports:** CFM monthly reports produced and disseminated with ongoing efforts to better ensure relevance and utility of the CFM data for decision-making and accountability.



COOPERATING PARTNER MANAGEMENT

- **Weak oversight:** Oversight mechanisms and compliance with organizational policies on CPs needed improvements.
- **Outdated SOP:** CPM SOP needed improvement to ensure alignment with the corporate standards.
- **Delayed invoice processing:** The process for the verification and liquidation of CPs' invoices was time-consuming, often resulting in delays in processing payments to CPs.
- **Unstructured approach to CPs' capacity development:** strengthening of CPs was not structured and systematized.
- **Strengthened oversight:** Oversight mechanisms and compliance strengthened through risk-based spot checks, performance evaluations and improving CPs' accountability in the process.
- **Updated SOP:** CO updated CP and FLA management SOPs to enhance overall CP management processes.
- **Digitalization:** Integration of digital solutions like UNPP and Partner Connect reinforced to facilitate streamlined documentation, communication and reporting, both internally and externally with partners.
- **Improved invoice processing:** A simplified (financial and programmatic) reporting model implemented to enhance audit trail and accelerate payment to CPs.
- **Capacity strengthening:** Implementing a new approach for CP capacity strengthening, by providing tailored feedback and recommendations for capacity development. AFAC and PSEA components were strengthened in the CPs' onboarding package.



SUPPLY CHAIN

- **Warehouse management:** The warehouse oversight mission showed the need to continue the enhancement of best practices mechanisms for both WFP and CP warehouse and commodities management.
- **Insufficient awareness:** Transporters, CPs, and other suppliers required further awareness of preventive measures to minimize/avoid losses.
- **Tracking challenges:** In-transit stock management required improvements, along with the implementation of an automated tracking tool to monitor suspicious commodities.
- **Strengthened internal structure:** Monthly physical inventory committees, SOPs, and guidelines including schedule for oversight missions to strategic facilities established, reviewed, and implemented. The monthly check conducted by the third-party ensured stock alignment and confirmed that above actions achieved the expected results.
- **Reconciliations:** Enhanced the monthly stock and system reconciliations, as well as strengthened the transit cargo monitoring mechanisms.
- **Security and communications in warehouses:** CCTV systems and STARLINK satellite internet installed in three out of five WFP warehouses as two are under contracting decision.
- **Capacity strengthening:** CO conducted training/refreshment sessions on warehousing and commodity management, including loss prevention/mitigation measures for 48 government staff, 12 CP staff, and 16 WFP logistics personnel. Webinars were conducted to transporters to enhance their awareness on loss prevention mechanisms.
- **Tracking tools:** Automated tracking tools to monitor suspicious commodities under testing.

WFP MYANMAR ASSURANCE PROJECT

BEFORE & AFTER



SAVING
LIVES
CHANGING
LIVES

FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR RELIEF ACTIVITIES

BEFORE

AFTER



TARGETING

- **Targeting methodologies** for relief beneficiaries varied per location.
- **Delays** in retargeting exercises for IDPs in central Rakhine due to Cyclone Mocha and denial of travel authorizations from local authorities. Similar delays occurred in Shan and Kachin. There was a need to review inclusion/exclusion errors, particularly as CO expanded activities in hard-to-reach areas.
- A **prioritization strategy** was developed as part of the ICSP development to inform programmatic decisions given the global funding outlook.

- A **targeting strategy** was developed, and documentation of past and ongoing targeting exercises was consolidated.
- A **Targeting Working Group** was formally established to support targeting/re-targeting exercises and transitioning from status-based to vulnerability-based assistance.
- **Targeting exercises** are now mainstreamed into CO and Field Office 2025 workplans.
- **Targeting training** was conducted for all Field Offices, including modules on taking a people-centred approach and strengthening community participation in targeting and prioritization.



IDENTITY MANAGEMENT

- **Low digitization** prevented downstream controls throughout the IDM assurance framework.
- Issues identified in the **Privacy Impact Assessment** in May 2022 included restricted humanitarian access, high migration and displacement rates, and the use of non-secure methods (Excel spreadsheets, hard copy printouts) by CPs to manage beneficiary data.
- Many beneficiaries, especially from Rakhine, lacked **National Registration Cards**, a mandatory requirement for eCash solutions by FSPs.
- **Paper-based** data registration and tracking of distribution processes for in-kind/cash-in-envelopes distributions.

- The CO launched its **Identity Management Action Plan**, including CP list consolidation, beneficiary digitization, biographical deduplication, and WFP managing payment lists and reconciliation at the recipient level.
- 96% of **CP beneficiary lists** for general food assistance were digitized.
- **900,000 beneficiary records** were uploaded, with ongoing data consolidation, cleaning, and transformation.
- About 80% of URT1-cash modality beneficiary data is now **centralized** at WFP level.
- Data protection and privacy **training** was embedded under IDM training conducted for CP and FO staff from October 2024.
- **New** reconciliation guidelines and daily distribution reporting templates were developed to ensure compliant CP processes and accountability.



MONITORING

- The monitoring **tools, processes, and systems** had limitations in capturing and addressing programmatic risks and issues.
- There was an imbalance between the number of programme sites, available field monitors, and vehicles, which hindered meeting the MMRs.
- The **capacity** to meet monitoring requirements was further constrained by political security restrictions.

- A **CO monitoring strategy** was developed, focusing on increased accountability and key corporate priorities.
- **Enhanced** oversight and planning of monitoring coverage, including risk assessments and segregation of duties between programme and M&E in area and field offices.
- A **feedback loop and escalation protocol**, developed between the RAM and Programme teams, ensures that findings from monitoring and targeting exercises are systematically escalated and linked to decision-making processes.

MONITORING Cont.

- **Absence** of a consolidated **calendar** providing an easy overview of all monitoring or data collection activities.
- **Inadequate knowledge sharing** and management between CO and Field Offices over process monitoring on distributions conducted by CPs.
- **Limited capacity** to produce information products and collect qualitative data to improve programmatic decision-making.
- **Need** for a systematic risk-based monitoring approach to improve oversight quality, accountability, and optimize resources.

- **Launch** of a digitalized **unified case management system** for CFM and process monitoring, expected to enhance oversight and facilitate information extraction.
- **Improved** systematic data collection and increased capacity to produce and disseminate timely information products, leading to more issues identified for analysis and action.
- **SOPs** for post-distribution monitoring, COMET, and monitoring coverage were developed, with clear delineation of roles and responsibilities at the Field Office level.
- Roll-out of the **Risk-Based Monitoring Framework** and the use of a risk-based selection tool for process monitoring have been mainstreamed across Field Offices.
- **TPM service providers** were contracted to cover hard to reach activities.



COMMUNITY FEEDBACK MECHANISM

- **Access barriers** and low knowledge/utilization of CFM in all operational areas.
- **Intake forms** were not aligned with global standards.
- **Fragmented** CP-operated CFM communication channels limited visibility on attempted feedback and the ability to centralize feedback for analysis/action/resolution.
- **Absence** of tools for effective real-time case tracking for case management and analysis.

- **Enhanced oversight** and facilitation of information extraction to identify trends and create synergies between CFM and regular monitoring.
- CO mapped **CFM communication channel** preferences to improve accessibility and alignment with the preferences of affected populations.
- CO supported Field Offices to develop **activity/location-specific information provision plans**, including new printed materials covering FAQ and CFM awareness raising.
- **The Unified Case Management** system was designed and prepared for launch in January 2025, with components such as data compatibility, intake forms, centralized helpline pilot, and staffing structure design completed. It is expected to ensure systematic recording and addressing of findings.



COOPERATING PARTNER MANAGEMENT

- **Insufficient follow-up** and completion of due diligence capacity assessments and CP performance evaluations through the UNPP.
- **Partner Connect** was not used in the CO.
- Lack of assessment on **CP PSEA** capacities and plans to strengthen CP capacity through UNPP.
- **Insufficient capacity** development training for NGO partners identified with low capacity.

- The UNPP has improved CPM processes in the CO by completing **capacity assessments** for all existing and new CPs, **mainstreaming** these assessments, and utilizing the Partner Connect **training module** for effective FLA management.
- UN Implementing Partner **PSEA Capacity Assessment** conducted for all partners and **CP capacity strengthening training plan** devised, ensuring continuous improvement and accountability.
- While the **Partner Connect training module** on FLA management is being utilized for the 2025 FLA process, the full implementation of Partner Connect is still pending. HQ mission to support the roll-out of two modules (Distribution reporting and Invoicing and Financial tracking) was conducted in January 2025.



SUPPLY CHAIN

- **Limited access** to WFP warehouses due to intensified conflict and staff relocations.
- New restrictions on transport approvals **impacted commodity and staff movements**.
- Limited local **testing capacity** hindered the ability to perform necessary quality and safety checks on locally sourced food items.

- **CO prepositioned food** at Field Offices to avoid unnecessary delays in transport due to tight transport authorization limitations.
- **CO advocated** with the State Administration Council and the Myanmar Rice Federation to lift restrictions on procurement.
- CO implemented **FOSTER** (Food Safety and Quality Testing and Reporting Platform) in early 2024.
- **PRISMA** was utilized to track upstream food information, and CO coordinated with HQ to resolve technical issues in integrating delivery plans from suppliers.

BEFORE & AFTER



SAVING
LIVES
CHANGING
LIVES

FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR **RELIEF ACTIVITIES**

BEFORE

AFTER



TARGETING

- **Less systematic approach:** Food security needs were determined based on the Cadre Harmonisé, with some targeting carried out by the government and local authorities.
- **Lack of segregation of duties:** Targeting and implementation partners were not separated, leading to potential conflicts of interest and errors in the targeting process.
- **Paper-based registrations:** Targeting was conducted through paper-based registrations, leading to inefficiencies and errors.
- **Governance structure:** No clear governance structure for targeting, and the process was susceptible to external influences.

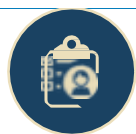
- **Systematic approach:** A more systematic approach is implemented where WFP, NGOs, and communities now apply vulnerability-based eligibility criteria for targeting, selecting, and registering food-insecure households. SOPs are available for all targeting exercises.
- **Segregation of duties:** Separation of targeting and implementation partners is in place.
- **Digitalization of targeting:** Digitalization of targeting is conducted using SCOPE for beneficiary registration.
- **Governance:** A targeting working group has been established to oversee governance and decision-making.



IDENTITY MANAGEMENT

- **Manual processes:** The targeting, registration, deduplication, verification, distribution, and reconciliation processes were done manually, leading to inefficiencies and errors in beneficiary management.
- **Limited capacity and SOPs:** There was limited capacity and SOPs for IDM.
- **Data management:** Beneficiaries' data was stored in Excel sheets rather than in corporate digital platforms. Weaknesses in the beneficiary deduplication process and challenges to verify discrepancies of data.

- **Systematic approach:** IDM Deduplication and Reconciliation SOPs support a more systematic approach to IDM. Systematic checks for duplicates and verification of beneficiary payments are in place.
- **Digitalized distributions:** Cash transfers and in-kind distributions have been digitalized using SCOPE Card Light with QR codes. CO achieved 100% end-to-end SCOPE reconciliation.
- **Roll out of corporate tools for IDM related processes:** Automation of deduplication, reconciliation and anomaly detection, distribution and management of payment instruments, beneficiary verification during distributions.
- **Capacity training workshops:** Several capacity training workshops on IDM for staff and partners (PSF/PC) have been conducted.



MONITORING

- **Inadequate site coverage:** There was limited site coverage, a lack of a fully functioning escalation system for sensitive/fraud cases.
- **No escalation system:** Lack of a fully functioning tracking and escalation system for sensitive/fraud cases.

- **Increased monitoring capacities:** Monitoring capacities increased to meet MMRs coverage, ensuring all implementation sites are to be visited at least once a year.
- **Risk-based monitoring:** Risk-based monitoring approach adopted whereby monitoring sites are prioritized based on risk levels.

MONITORING Cont.

- **Limited monitoring utilization:** Limited utilization of monitoring information and corrective actions taken.
- **Access challenges:** Monitoring was hindered by access constraints and security issues.

- **Escalation protocol:** A systematic escalation and resolution protocol in place to address detected irregularities. Monthly monitoring bulletins are now in place and a monitoring finding review committee to follow up the recommendations is established.



COMMUNITY FEEDBACK MECHANISM

- **Limited accessibility and coverage:** CFMs had limited accessibility and coverage, and there was limited use of help desks by the communities.
- **Manual processes:** There was a lack of systematic data collection. Complaints were collected and managed by Excel sheets by partners, which caused delays in addressing the complaints.

- **Increased accessibility:** The accessibility of CFM channels has increased by ensuring the availability of at least one complaint channel for every WFP project.
- **Digitalization:** Digitalization of the CFM process implemented through the latest SugarCRM version that facilitates the categorization and management of feedback cases.
- **Systematic approach:** Having data centralized in SugarCRM platform facilitates systematic analysis, aggregation and real-time monitoring. For example, the CO could identify trends of decreased feedback from women-headed households. To address this, CO strengthened sensitization to target women and girls.
- **Raising awareness:** CO strengthened community sensitization efforts on the use of CFMs and reminded CPs of the need to raise awareness about CFM and relevant referral mechanisms.



COOPERATING PARTNER MANAGEMENT

- **Draft SOPs and challenges:** The CO had draft SOPs, lacked systematic Capacity Assessments of CPs, and faced challenges with monthly invoicing due to unclear processes, roles, and responsibilities.
- **Limited partner capacities:** Limited CP capacities, especially those with large volumes of funding.
- **Poor quality submissions:** Poor quality of budgets and invoices submitted by partners.

- **Updated SOPs and FLA templates:** The CO now has updated and approved SOPs, uses up-to-date FLA templates.
- **Capacity strengthening:** CP capacity strengthening improved by providing systematic training sessions for all newly established FLAs, covering FLA guidelines and cross-cutting policies. CO also carried out fraud awareness sessions to CPs. There have been sessions on PSEA organized for CPs and PAM staff in the various sub-offices.
- **Oversight and evaluation:** Regular checks on partnership activities and quick resolution of issues. Spot checks are planned regularly, and partner performance management is strengthened with clear standards.



SUPPLY CHAIN

- **No video surveillance:** No video surveillance, leading to challenges in dealing with theft and fraud.
- **Resistance to change:** Resistance to change during implementation of LESS Last Mile.
- **Limited inventory validation:** Inventory validation by third-party companies was limited to physical stock checks.
- **Lack of transparency:** There was a lack of transparency and delay in CP receipts, and there was a risk of warehouse staff manipulating inventory figures.

- **Enhanced supply chain management:** Enhanced management of supply chain operations with better identification of vulnerabilities and suitable solutions.
- **Video surveillance:** Introduction of video surveillance for better visibility and fraud prevention.
- **LESS Last Mile:** Successful implementation of the LESS Last Mile App improving delivery traceability.
- **Third-party inventory validation:** Independent validation of inventories by third-party companies.
- **PRISMA rollout:** Full rollout of PRISMA for upstream and downstream supply planning.

WFP NIGERIA ASSURANCE PROJECT

BEFORE & AFTER



SAVING
LIVES
CHANGING
LIVES

FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR RELIEF ACTIVITIES



TARGETING

BEFORE

- **Needs assessment:** Food security needs were determined based on the Essential Needs Assessment and Cadre Harmonise Analysis.
- **Lack of role segregation:** Targeting was conducted by CPs also implementing the food assistance.
- **Outdated SOP:** The existing SOP for targeting, developed in 2018, needed updates.
- **External influence:** Local government authorities and community leaders pressured WFP CP during targeting process.
- **Community engagement challenges:** CO experienced community refusing the verification process.

AFTER

- **Evidence-based targeting:** Targeting is now evidence-based, informed by up-to-date needs assessments and thematic analyses. For example, the targeting exercise conducted in 2024 was based on vulnerability analysis.
- **Segregation of duties:** Measures were instituted to have separate partners for the household census and CFM to reduce the risk of collusion in beneficiary selection.
- **Updated strategy and SOP:** Targeting strategy documents were developed, and the SOP was revised to improve the quality and process of targeting.
- **Community-based approach:** Community members participate in defining eligibility criteria and validation process. CO strengthened sensitization and appeals processes.



IDENTITY MANAGEMENT

- **Manual data management:** Manual processes for deduplication and reconciliation, leading to inefficiencies and potential errors.
- **Challenges with duplicates:** Since the overall registration and verification process was done manually, there was high possibility of duplicates and intensive resource was required in the duplication process.

- **Digitization of in-kind distribution:** Digitization of in-kind distribution achieved with the roll-out of SCOPE for in-kind. All in-kind distributions are reconciled immediately after cycles are completed through a digitized system. Reviews on the in-kind reconciliation system performance is currently ongoing, and user feedback is under collation to inform necessary adjustment and improvement.
- **Annual verification:** An annual verification exercise for cash assistance was carried out to ensure beneficiaries are present in targeted locations.
- **Deduplication processes:** Deduplication and adjudication processes have been made constant, reducing duplicates below 1% of the total caseload. In June 2024, zero duplicates were achieved with constant effort geared towards ensuring zero duplicates are maintained in 2025.
- **Digitized Systems for Cash Distributions:** All cash distributions are reconciled immediately through digitized system and reported timely with anomalies followed up for action.



MONITORING

- **Monitoring foundation course:** WFP staff and TPMs were mandated to complete the monitoring foundation course.
- **Manual process monitoring:** Manual process monitoring, prone to errors and delays in issue escalation and resolution.
- **Limited capacity:** Understaffed monitoring teams struggling to meet MMRs.

- **Enhanced capacity through multi-layered monitoring:** Enhanced monitoring capacity with additional field monitors, TPM and engaging a call center for remote monitoring.
- **Cross-functional TWG:** Working Group has served as a critical platform for resolving issues, facilitating collaborative decision-making, and implementing adjustments within WFP units and partners. It aids in identifying operational and programmatic gaps through data triangulation.
 - For example, an issue of insufficient food ratio flagged through CFM was also corroborated by process monitoring, which led to a fact-finding mission aimed at investigating and resolving the issue.
 - Similar CFM findings and process monitoring regarding beneficiary preferences have significantly contributed to decision-making on the selection of the appropriate modality for each location.

MONITORING Cont.

- **Automation of escalation:** The roll out of SugarCRM has allowed automated processes for monitoring issue escalation and resolution.
 - As of 2024, the overall issue resolution rate stands at 85%. There was a significant improvement in issue resolution during the last quarter, with the rate rising from 63% in October to 69% in November and reaching 76% in December.
- **Strengthened internal governance:** Establishment of a cross-functional technical working group on monitoring and CFM. CFM has been integrated with monitoring under the same RAM unit, facilitating effective data triangulation.



COMMUNITY FEEDBACK MECHANISM

- **Limited help desk:** Help and feedback desk presence and functionality were limited.
- **Limited focus on CFM:** Limited focus and resources dedicated to CFM activities.
- **Manual data consolidation:** Manual data consolidation and analysis, leading to inefficiencies.
- **Non-documented case management procedures:** No guidance in place to manage cases especially sensitive cases resulting in a large number of open cases.

- **Digitalization and automation:** Implemented SugarCRM, allowing efficient case management as well as ensuring compliance with data protection and confidentiality. In 2024, over 50,000 feedback cases were received and 85% resolution was achieved.
- **Enhanced capacity and resources on CFM:** CFM team expanded to allow implementation of CFM assurance activities and dedicated resources ensured capacity building initiatives could be conducted.
- **Community sensitization:** By leveraging two-way communication capability, CO strengthened information provision to beneficiaries through equipping the hotline with an IVR.
- **Feedback analysis:** Improved analysis and triangulation of feedback. CO developed sensitization messages for beneficiaries based on the top 5 complaints.
- **Accessibility and inclusivity:** Toll-free hotlines established and are accessible in five local languages, complemented by help and feedback desks at distribution sites. Reinforced help and feedback desk and CMCs presence especially in areas with no mobile network ensured feedback was received from hard-to-reach areas. Strengthened engagement with women improved underreporting of sensitive cases.
- **Cases management procedures:** Developed SOPs and FAQs to facilitate consistent handling practices of cases.



COOPERATING PARTNER MANAGEMENT

- **Manual report management:** Manual tracking and reporting processes, leading to inefficiencies including manual FLAs.
- **Capacity gaps:** Some CPs did not have sufficient capacity to meet WFP's requirements, especially local partners.
- **Weak partner oversight:** Spot-check or partner performance evaluation activities were conducted less frequently and irregularly. There was room for improvement to strengthen partner oversight.
- **Lack of systematic approach to CP capacity assessment:** CP capacity assessment for new partners was not very comprehensive nor consistently multi-functional.

- **Digitization of process:** CO deployed digitized core processes through Partner Connect, including FLAs, distribution reporting, invoice tracking and weekly invoice reporting.
- **Systematic capacity assessments:** CO systematically performs capacity assessments that are mandatory for all new partners.
- **Strengthened monitoring and oversight:** Strengthened CP monitoring such as increased spot check activity covering over 90% of NGOs with partnerships of 6 months and above. Spot-checks were conducted using a risk-based approach.
- **Capacity strengthening:** Comprehensive training was provided for CPs during onboarding and during the implementation, including technical training and cross-cutting topics such as AFAC and PSEA.
- **Partner Connect tools:** Digitalization of CP selection and engagement processes through UNPP and using Partner Connect for invoice tracking and reporting allowed efficient CP management.



SUPPLY CHAIN

- **CP capacity gaps:** Inadequate commodity handling and accounting capacity at CP locations due to limited capabilities among local partners.
- **Lack of real time visibility** in commodity handover at government clinics under targeted supplementary feeding programme.

- **Capacity development:** Enhanced focus on strengthening the CP capacity through continuous training on thematic areas identified in the periodic field missions.
- **Strengthened project management:** Improved collaboration across units and increased awareness and engagement from leadership and staff. This allowed a more integrated approach towards meeting global assurance benchmarks.
- **Supply chain network management:** CO has streamlined and established effective supply chain network designs tailored to the CO's operational context. Network is periodically reviewed to address seasonal accessibility challenges, ensuring timely adjustments to the flow of goods. Missions by the Regional Bureau and a third party appointed by HQ ascertained operations to be in line with the WFP Manual. The implementation of minor gaps identified has further enhanced staff awareness.
- **LESS Last Mile and regular reconciliation:** Utilization of LESS Last Mile by CPs enhances visibility on commodity handover. Monthly physical inventory reconciliations with LESS data. CO reviewing feasibility of onboarding government clinics (over 400 locations) onto the LESS Last Mile to enhance real time confirmation of commodity handover.
- **CCTV surveillance:** Ongoing efforts to finalize specifications for improvement of existing CCV surveillance systems.



WFP Palestine ASSURANCE PROJECT

BEFORE & AFTER



SAVING
LIVES
CHANGING
LIVES

FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR RELIEF ACTIVITIES



TARGETING

BEFORE

- In Gaza, a **blanket targeting approach** was employed due to overwhelming needs as per IPC analyses.
- Military operations and **access restrictions** imposed by the Israeli authorities in Gaza resulted in regular pipeline breaks and commodity shortages. Available assistance prioritized given inability to reach the targeted population.
- In the West Bank, the targeting approach focused on **identifying the most vulnerable households** among the non-refugee population in collaboration with the Palestinian Authority's Ministry of Social Development by subjecting household data to the World Bank Proxy Means Test formula, which incorporates food insecurity parameters.
- A small intervention supported the highly vulnerable Bedouin community in Area C of the West Bank based on **geographic targeting**.
- For the West Bank, there were **challenges in adapting to changes in households' socioeconomic conditions**, which may not be immediately visible without regular surveys—often costly to conduct.

AFTER

- The targeting approach remained the same, informed by regular (post) distribution monitoring findings.
- In Gaza, **IPC analyses continued to validate the blanket targeting approach** and provided a regularly updated picture of the needs. Prioritization of assistance due to supply shortages were based on security, geographic and programmatic considerations. Through collaboration within the WFP co-led food security sector cluster and strengthening of partner capacities, the dissemination of the IPC methodology was significantly improved and data quality enhanced.
- The situation permitting, WFP is exploring options for a **needs and vulnerability assessment in Gaza** to enhance the prioritization approach and pave the way for refined targeting at a future stage.
- A **food security assessment process** was launched in the West Bank in October 2024 with results expected in May 2025. Targeting for emergency interventions in response to military operations in the West Bank was undertaken based on geographic considerations and identification of the most vulnerable households in collaboration with the Ministry of Social Development and partners.



IDENTITY MANAGEMENT

- Distributions in Gaza relied on **community structures** and were often **organized at group level** due to the lack of established support structures and continuous population movements.
- In Gaza, **assistance lists were managed in Excel / on paper**, often lacking national IDs and could not be sufficiently verified.
- In the West Bank, **robust IDM systems** were deployed for cash-based assistance, but advanced mechanisms for automatic data sharing with third parties were lacking.
- The in-kind program for Bedouins in Area C of the West Bank was managed using **manual Excel files**.

Gaza:

- A **self-registration tool** as an independent registration & data update mechanism was rolled out, allowing families to maintain up-to-date household details facilitating access to assistance (i.e., incorporation in distribution lists of the closest WFP partner) despite multiple displacements. As of March 2025, about 1.7 million people registered in nearly 460,000 households.
- WFP achieved a **full return to household-level assistance provision** with clearly defined distribution lists based on national IDs for regular GFD and the nutrition program.
- All GFD lists are submitted via a **secure electronic platform** and automatically cleaned, segregated per location and deduplicated. As a result, over USD 56 million is estimated to have been saved in preventing duplicate assistance since January 2024.
- **Deduplication mechanisms** established with UNRWA to ensure efficient resource use, and the CO is piloting Building Blocks for sector-wide collaboration.
- Comprehensive **digital distribution management** was rolled out. GFD and nutrition activities are recorded onsite in a digital tool requiring national ID confirmation. 97% of general food and nutrition distributions were digitally recorded monthly since August 2024 allowing for anomaly detection and reconciliation.

West Bank:

- While the robust systems were maintained, the program in support of the Bedouin community in Area C was digitized.
- In relation to the cash intervention, an automatic data pipeline was established from the financial service provider to WFP enabling automatic reconciliation.



MONITORING

- **Full monitoring coverage** was in place by WFP monitors for the West Bank.
- In Gaza, **coverage by WFP or TPM** was undertaken to the degree feasible.

- **Monitoring in the West Bank was maintained.** TPM capacity for the West Bank was secured to ensure readiness for continued program oversight and data generation in the event of a further deterioration of the situation, specifically with a view to access.
- In Gaza, WFP **strengthened its TPM exercise** to fully meet corporate monitoring coverage requirements, i.e., 95% coverage of all sites on a quarterly basis, with higher risk locations (including bakeries & kitchens) visited every 2-4 weeks.
- In Gaza, WFP **re-introduced a contextualized, structured Escalation Matrix** for monitoring findings to inform operational adjustments to activities and performance evaluations of partners. Weekly oversight meetings and monthly reports are issued.
- **Comprehensive and analytical monitoring products** were issued to inform evidence based programming. This includes monthly market monitoring reports, as well as a monthly (Gaza) or quarterly (West Bank) process, beneficiary contact, and post-distribution monitoring reports, continuously informing program design choices.



COMMUNITY FEEDBACK MECHANISM

- Although **CFM had been established**, including a toll-free WFP-UNICEF hotline, they had not yet reached the capacity needed to match the scale and pace of the rapidly expanding operation. For instance, the hotline was staffed by only 10 operators under a service provider.

- **CFM channels** expanded through digital solutions and physical help desks.
- The **number of hotline operators increased** from 10 to a maximum of 50. Dedicated WFP staff positions were established to manage the CO's approach to AAP and CFM.
- **Summary CFM reports and analysis were generated** and jointly analyzed with monitoring findings to inform programmatic adjustments.
- **Programmatic changes driven by CFM insights** included better alignment of food parcels with preferences and improved partner oversight.
- An **awareness raising drive** was completed via various outreach channels that included push SMSs, social media posts, visibility material at distribution sites and community engagement.



COOPERATING PARTNER MANAGEMENT

- WFP had to **rely on community structures** for distribution at group level due to rapidly escalating needs and insufficient humanitarian agency footprint.
- Partner reporting was rudimentary.
- **UNPP-based direct selection (waiving competition)** and onboarding trainings were undertaken.

Note: this relates to Gaza only. No CPs were engaged in the West Bank.

- All **regular distribution activities** are undertaken through CPs or UN sister agencies.
- **Streamlined** partner reporting requirements and invoice verification procedures.
- A **competitive partner selection process** through UNPP was launched for all Gaza programs in December 2024 and completed by February 2025. This ensures quality programming and value for money.
- **Compensatory controls**, including WFP supervision and TPM, and CFM were implemented.
- **Digital solutions** for IDM were rolled out comprehensively with WFP retaining control over beneficiary lists for GFD and the nutrition program.



SUPPLY CHAIN

- WFP's supply chain operation was hampered by extensive Israeli **access restrictions and security threats**. Restrictions included insufficient crossings, lack of authorization to be present at crossings, denials or impeding of requested movements, and bureaucratic obstacles. The breakdown of governance in Gaza further resulted in no safe passage for humanitarian cargo. Combined, these factors severely limited WFP's ability to implement standard assurance measures to maximize cost efficiency and to safeguard its resources whether in transit or during storage.
- In the initial stages of the emergency response in Gaza, the **supply chain footprint**, including staffing capacity, had yet to catch up to the rapidly expanding operation. This resulted in a temporary backlog of commodity accounting entries for commodity movements from the corridors towards Gaza (in addition to the backlog inside Gaza caused by contextual limitations, including access restrictions).
- Full reliance on a **limited number of available commercial transport service providers** in Gaza.

- WFP undertook **relentless advocacy for removing access impediments** and restoring public order to facilitate implementation of WFP standard supply chain assurance protocols. To mitigate adverse upstream repercussions of the access constraints, including risks of food spoilage and soaring costs, WFP enhanced its corridor management by balancing commodity composition across corridors and harmonizing commodity procurements.
- **Staffing capacity** for supply chain operations was significantly expanded. Staff capacity for commodity accounting of movements inside Gaza was increased to expedite data entry backlog recovery. Procurement capacity was equally augmented to optimize accountable resource utilization.
- The **WFP warehouse network** in Gaza was flexibly adjusted in response to contextual dynamics while ensuring that they were equipped with CCTV systems.
- Commodity movements towards Gaza were moved to **LESS real-time**.
- WFP deployed its own **trucking capacity** to reduce reliance on commercial transporters. Comprehensive transport capacity analyses were undertaken to optimize the contractual set-up, which allowed WFP to devise the most cost-effective solutions.

WFP PAKISTAN ASSURANCE PROJECT

BEFORE & AFTER



FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR RELIEF ACTIVITIES



BEFORE

- **Documented:** The CO had a well-documented targeting approach based on robust needs assessments and thematic analyses.
- **Resources:** Adequate resources were allocated for staff and partner capacity building, with specific budgets for training and development.
- **Risks:** Targeting-related risks were identified and monitored as part of the overall risk management system.

AFTER

- **Governance:** As the CO phased out of large-scale relief activities by 2024 following the 2022 floods, the CO shifted its focus to strengthening national systems, including through the implementation of the Benazir Income Support Programme's stunting prevention (Benazir Nashonuma) programme.



- **Solutions:** The CO used various digital solutions, including SCOPE, for IDM, but faced challenges due to the short-term nature of some programmes.
- **Quality:** Registration processes were affected by data quality issues, particularly errors in national ID and mobile numbers.
- **Processes:** Deduplication, entitlement calculation, and verification were manual or partially digitalized, posing risks to data integrity.

- **Benchmarking:** 100% of IDM GAP benchmarking activities were implemented as part of WFP's transition from emergency relief to national systems support, in which identity verification has been integrated into Pakistan's national social protection framework, using the CNIC – Pakistan's national identity card – as the core identifier.
- It should be noted that 100% of relief programmes follow corporate IDM protocols, should there be another emergency.
- **SCOPE:** This shift built on earlier investments in digital IDM and SCOPE. Field staff now verify CNICs using tablets linked to a central database, ensuring data integrity and operational continuity.



- **Rating:** Monitoring was rated 88% on all benchmarks.
- **Guidelines:** The Monitoring Unit functioned in line with corporate guidelines, with monthly monitoring action plans and budgets.
- **Challenges:** Distribution monitoring was ensured, but activity implementation monitoring was challenging due to the large spread of activities.
- **Surveys:** Post-distribution monitoring surveys and a multi-layered approach were incorporated.

- **Training:** Monitoring staff coverage and capacity have been expanded to ensure quality tracking and compliance is aligned with new national frameworks.
- **Plans:** It should be noted that monitoring for relief activities will be done in accordance to corporate guidance if and when relief activities are implemented. Monthly monitoring plans were prepared in line with minimum guidelines.



Community Feedback Mechanism

- **Unit:** There was no specific AAP unit/team. Instead, the CFM was managed by the M&E unit.
- **Functional:** Feedback management lacked cohesion, with systems operating independently with lacking WFP oversight.
- **Monitoring:** Quarterly analysis and reporting were conducted; however regular monitoring of feedback records was not a practice, resulting in gaps in quality assurance.

- **Unit:** A national Protection and AAP Team, consisting of an officer and two CFM operators, was established with support from international consultants.
- **Functional:** A centralized case management system was developed and rolled-out for the Government's Benazir Nashonuma programme in alignment with WFP and government priorities. Moreover, the CO advanced on the integration of CFM and M&E Process Monitoring. The enhancement contributed to more responsive and effective mechanism, strengthening accountability.
- **Monitoring:** Data analysis was prioritized with key metrics refined to distinguish data sources and focus on relevant inputs, supporting informed decisions and improved accountability. The CO introduced quality assurance monitoring, including analyzing call statistics and CFM records, for proactive identification of performance gaps and response improvements.



Cooperating Partnership Management

- **Management:** One focal person managed field level agreements for NGOs, with SOPs last updated in 2019.
- **Selection:** Partner selection was through a dedicated email address until 2020, and CPs reported offline through monthly distribution reports.
- **Roster:** The CP Roster was last updated in 2016, with limited capacity assessment criteria.
- **Trainings:** Onboarding trainings for CPs were ad-hoc and focused on programme/activity level information.

- **Management:** A dedicated CP unit was established in 2021, which grew from 1 to 3 staff by 2023. In 2022, the unit's scope expanded to managing CPM processes for government and academic partners as CPs for compliance and corporate assurance on cooperating partner management, managing all partnerships with CPs
- **SOPs:** SOPs were updated and signed in April 2024, receiving a 'low risk' rating in internal audit in 2024.
- **Selection:** Partner selection conducted via UNPP since 2021, and Partner Connect for online reporting were rolled out in the years 2022-2024.
- **Roster:** A pre-cleared CP roster has been established to ensure quick activation in the event of an emergency
- **Onboarding:** Comprehensive onboarding sessions were planned for CPs throughout the year, based on a standardized template, embedding activity and cross-functional topics e.g. AFAC, PSEAH, Protection, Risk Management, CFM, commodity management etc.



Supply Chain

- **SOPs:** SOPs were in place but required revision to strengthen processes in vendor management, logistics operations, incident management, and loss mitigation.
- **Fraud:** Fraud risk identification was missing within detailed processes.
- **Quality:** There was a lack of understanding of food quality issues among Supply Chain staff.

- **SOPs:** Existing and new SOPs were established to strengthen processes in vendor management, logistics operations, incident management, and loss mitigation.
- **Fraud:** A new vendor management role was created to ensure continuous due diligence and policy adherence, with fraud risk identification now systematically embedded across operational processes to enhance early warning and prevention.
- **Implementation:** LESS Last Mile was fully implemented and monitored monthly.
- **Measures:** Food quality measures were strengthened with the establishment of FIMC and training of staff.

WFP SOMALIA ASSURANCE PROJECT

BEFORE & AFTER



SAVING
LIVES
CHANGING
LIVES

FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR RELIEF ACTIVITIES

BEFORE

AFTER



TARGETING

- **External influence:** Targeting process was vulnerable to external influence such as coercion, collusion, bribery, and diversion, mainly driven by community structures.
- **Lack of segregation of duties:** Lack of segregation of duties between targeting and identity management processes.
- **Inconsistent interagency coordination:** Inconsistent interagency coordination on targeting, exposed to targeting errors and fraud.

- **Data driven VBT:** Transitioned to evidence-driven and verifiable VBT, eliminating bias, reducing the risk of diversion, and ensuring accuracy and precision. The integration of qualitative and quantitative data further enhanced inclusiveness and precision in targeting and community knowledge and awareness on targeting.
- **Evidence-based approach:** SMART targeting criteria aligned to Food Insecurity Framework identifies the need for assistance and minimized the gatekeeper interference.
- **A widely community-consulted approach:** Enhanced the newly introduced targeting typologies and processes have placed extensive priority on community engagement, sensitization, and participatory, transparent processes, ensuring the representation of all vulnerable groups
- **Strengthened governance:** Targeting Community Identification Committees and Appeals Committees were established to ensure transparency and community involvement, enhancing community trust on targeting.
- **Strengthened policy framework:** WFP delivered a policy outlining VBT in humanitarian assistance in Somalia and endorsed through the HCT.



IDENTITY MANAGEMENT

- **Lack of IDM culture:** IDM was not fully mainstreamed and was often seen as a barrier to distribution.
- **Duplicates:** There were significant challenges in de-duplicating and adjudicating beneficiaries. For example, the database of 2022 had a high level of duplicates.
- **Manual:** Manual processes for deduplication, adjudication, verification, and reconciliation, prone to errors and fraud. Limited automation between WFP corporate systems and financial service provider systems.

- **Strengthened guidance and capacity:** An IDM strategy, SOPs and guidelines were developed based on both corporate standards, tools and field experience. Investments in mainstreaming IDM were made, for example, hiring dedicated staff for IDM and through capacity building of field staff.
- **Biometric registration:** CO implemented full household registration with introducing real-time biometric authentication process, which improved overall registration and deduplication processes.
- **Remediation:** Restriction of CP access to edit beneficiary records, by setting up a reporting mechanism integrated with CFM.
- **Digital solutions:** Deployment of digital solutions, such as SCOPE, analytics dashboards, NEST, facilitated enhancing overall efficiency.
- **Data sharing agreements:** Through established Data Sharing Agreements, CO collaborates with different partners to conduct programmatic de-duplication and to maximize resource impact.



MONITORING

- **Limited capacity:** Limited capacity to address ad hoc monitoring requests.
- **Accessibility challenges:** Areas with ongoing conflict and presence of armed groups posed significant security risks, making access difficult to conduct monitoring.

- **Multi-layered monitoring:** CO implemented a multi-layered approach for on-demand monitoring and verification exercises, which enhanced overall monitoring coverage and efficiency.

MONITORING Cont.

Lack of standardization: Lack of standardized monitoring systems resulted in challenges in triangulation, consolidation, and evidence-based decision making.

- o Process monitoring across all area offices is conducted monthly using risk-based site selection and this forms the basis for monthly area office reflection sessions combined with CFM Findings with functional units to review and act on the findings.
- o CO conducts bi-annual outcome PDM; Targeting monitoring as well as process PDM to assess utilization of the food assistance provided. All these monitoring approaches are digitized, and findings shared with programme team for decision-making and lessons learnt
- **Expansion of TPM:** Diversification of TPM service providers and introduction of a new TPM management framework with clear KPIs.
- **Capacity building of TPM:** CO facilitated a structured rotation of locations to build capacity of TPM staff as well as ensure objectivity in monitoring activities.
- **Monthly reflection meetings:** The CO established monthly reflection sessions where both the monitoring and programme teams participate to discuss monitoring issues and CFM cases.



COMMUNITY FEEDBACK MECHANISM

- **Awareness:** Limited awareness of WFP CFM and WFP Hotline among the communities.
- **Capacity:** Limited capacity of the Call Center to handle beneficiary feedback.
- **Outdated strategy:** The CO's community engagement strategy was outdated and needed to be updated.
- **Limited utilization:** CFM data was collected but its use to inform programming was limited.

- **Updated strategy:** Development of a robust community engagement strategy with Area Office-specific action plans.
- **Increased accessibility:** A functional call centre with four toll-free hotline numbers, and an email address were put in place. To increase awareness of WFP CFM and hotlines among the communities, CO conducted sensitization sessions and distributed CFM materials, which resulted in the doubled incoming calls.
- **Improved internal coordination:** Monthly reflection meetings were held at both CO and Area Office levels to ensure the utilization and resolution of CFM data. Through strengthened internal governance, by the end of 2024, 99% of the cases were resolved.



COOPERATING PARTNER MANAGEMENT

- **Lack of structures and systems:** Fragmented partnership landscape and lack of digitized partnership data and reporting exposed to quality assurance challenges in CP management processes.
- **Lack of investment in capacity building:** There was insufficient investment in building local partners' capacities, which exposed to quality assurance and fraud risks.
- **Weak oversight:** The existing processes were not sufficient to systematically monitor performance improvement of the CPs.
- **Lack of information sharing among UN agencies:** Performance and risk information were not regularly shared among the UN agencies.

- **Strategy:** Implementation of WFP's revised Partnerships strategy, shifting from transactional to strategic engagement. This includes capacity building efforts for local partners.
- **Digitalization:** CO has rolled out Partner Connect, which enhanced activity implementation visibility, reduced delays between distribution and reporting, and allowed timely reconciliation and data quality management.
- **Strengthened oversight:** CO strengthened risk-based oversight of WFP partners, including spot checks and performance tracking.
- **Information sharing with UN agencies:** Through UN Contractor Information Management System, risk-related information is shared.
- **Capacity strengthening:** In 2024, CO conducted comprehensive capacity building training to 155 CPs, covering operational standards, activity implementation, warehouse management, data protection, and specialized topics like people-centered programming, gender, and community engagement, improving humanitarian assistance delivery.



SUPPLY CHAIN

- **Weak controls:** Partially effective or ineffective controls in warehouses, in transit, and at CP warehouses.
- **Oversight:** Limited oversight for CP stock management.

- **Inventory management:** Inventory management was strengthened with monthly counts, third-party audits, and CCTV installations.
- **Trackers:** Mandatory use of vehicle trackers to monitor commodity movements using real-time GPS coordinates.
- **Device:** Rollout of WFP's LESS Last Mile device to digitize dispatch and waybill documentation. CO achieved 80 percent compliance with the Last Mile solution.
- **Enhanced efficiency:** The retail network was reduced from 1,300 to 700 retailers, to control irregularities and boost compliance.
- **Capacity building:** CO provided quarterly training to retailers to build their capacities and increase awareness on risk management.

WFP SOUTH SUDAN ASSURANCE PROJECT

BEFORE & AFTER



World Food
Programme

SAVING
LIVES
CHANGING
LIVES

FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR RELIEF ACTIVITIES

BEFORE

AFTER



TARGETING

- **Activity-specific Targeting and Prioritization SOPs** with emphasis on Emergency Food Assistance.
- Targeting and prioritization for GFD Lean Season Response followed a **geographic and community-based approach** although implementation was not fully harmonized across field offices.
- A **blanket targeting approach** was followed for GFD Lean Season Response in Rapid Response Mechanism areas, due to access challenges.

- **Up-to date Targeting and Prioritization SOPs** provides comprehensive guidance across all activities and modalities.
- CP and Field Office **staff trained** on the updated Targeting and Prioritization SOPs.
- CO mobilized USD 3 million from the soft-landing fund to support the roll-out of the updated Targeting and Prioritization SOPs.
- Following these efforts, 63% of the targeting benchmarks were completed.



IDENTITY MANAGEMENT

- SCOPE system for beneficiary identity and transfer management using SCOPECard/SCOPE Light Card as delivery instruments in use since 2018. By March 2024, **over 5.3 million identities were registered, and 461,829 duplicates were removed** using their fingerprints/photos, preventing duplication in delivering assistance.
- Additionally, since the month of April 2024, 610,000 targeted people were fully biographically and biometrically registered, bringing the total to 1,272,919 people registered/imported, representing 80% of the planned caseload.
- **Systematic de-duplication** was conducted, flagging and preventing 28% of potential duplications from being added to distribution lists.
- **Lack of having an official identity cards/documentation** to identify beneficiaries and ensure data accuracy resulted to generate the foundational IDs by WFP during SCOPE biometric registration that help in overall data accuracy and identification of the right beneficiaries.
- **Challenges in digitizing in-kind distribution** and maintaining clean beneficiary lists.

- **100% of activities to meet the IDM GAP benchmarking were implemented**, including procurement of budgeted items, hiring of staff, outsourcing of IDM/SCOPE registration, and initiation of digitization of targeting using the SCOPE mobile app.
- The CO received 200 tablets, 50 phones, and 50 laptops to **increase registration capacity and initiated digitizing targeting data for 2025 in priority counties.**
- **Enhanced efficiency and accountability in food delivery** through integration of key systems (COMET, LESS, and SCOPE).
- **The CBT distribution was 100% digitized**, and assisted people were verified/authenticated when accessing assistance. Significant progress in digitizing in-kind distribution, with 85% completed.



MONITORING

- **Well-established monitoring function, utilizing various tools to monitor programmes at activity/process, output, and outcome levels.** Twice-yearly post-distribution monitoring measures outcome and process indicators, while food assistance activities (general food distribution, food for assets, school feeding and nutritional support) are monitored monthly.

- **Out of 19 Monitoring GAP Benchmarks**, all had either RB technical experts verifying the standard is met, enhancement completed and CO up to standard, or enhancement in progress.
- **Key activities** included having Monitoring, Review and Evaluation Plan in place, use of corporate tools and platforms, and adopting and continued use of risk-based approach to site selection.

MONITORING

Cont.

- **Inadequate monitoring tools and processes** to capture and address programmatic risks.
- Work on-going to enhance **integration of** community feedback.
- **Enhancement was in progress** for CO to meet quarterly distribution monitoring coverage for unconditional resource transfers, annual activity implementation monitoring and ensuring sufficient monitoring capacities are in place.



COMMUNITY FEEDBACK MECHANISM

- Recorded a **significant rise in feedback cases**, from 3,874 in 2022 to 11,987 in 2023, largely due to incorporating beneficiary feedback from CP-operated help desks into the SugarCRM system.
- **Insufficient accessibility and effective CFMs.** Limited standardized feedback management frameworks.
- Work in progress to **ensure a systematic approach** to issue categorization, escalation, response, and closure.
- **Out of 29 CFM GAP Benchmarks, 90% were either fully met or under enhancement in process.**
- **HQ/RBN-led assessment of the CFM** was conducted from 18-29 November 2024. It evaluated current status, gaps and challenges, good practices and identifying areas of enhancement and a way forward for the CO's CFM system through an action plan.



COOPERATING PARTNER MANAGEMENT

- **Outdated CP management structures and processes** that included workflows processes not in line with corporate standards.
- **Transitional phase to digitized FLA management**, including conducting comprehensive evaluations.
- The first round of **awareness sessions on AFAC and PSEA** to CPs was conducted during the 2024 CP onboarding session, with 54 partners participating. CO conducted AFAC awareness sessions with 54 CPs during operational discussion sessions in April, May, and June 2024.
- FLAs and FLA amendments were **fully digitized** and processed through Partner Connect.
- 48 out of 54 CPs' PSEA **capacity assessments** were completed and uploaded in the UNPP.
- Training of CP staff on **Partner Connect** was conducted with HQ partnership unit support, and 49 CPs were trained.
- The CO planned to undertake 45 **CP spot checks**, with 38 completed.
- Regular monitoring, spot checks, and performance evaluations to ensure **CP accountability**.
- Enhanced **risk-informed decision-making** and capacity building for CPs.



SUPPLY CHAIN

- **Inadequate infrastructure** to store food leading to losses. Lack of adequate funding to improve **traceability and monitoring of commodities**.
- Context-appropriate actions were taken to **mitigate theft/tampering** with WFP food.
- **Physical stocks** were checked regularly and reconciled with information in systems. 53 out of 74 WFP and CP warehouses were visited for physical inventory, warehouse inspection, and last-mile training.
- Implementation of **context-appropriate actions** to mitigate theft and tampering, including regular physical stock checks and reconciliation.
- Installation of steel structures at risk prone areas.
- Procurement of 40 ink jet trace makers for Nutrition food as a pilot project at Juba warehouse.
- Use of **technology** (e.g., GPS coordinates, MPOs) to track food deliveries and ensure timely distribution.
- The CO achieved over **90% LESS Last Mile compliance**, and logistics ensured regular refresher training for CP staff.
- 34 CP warehouse **spot-checks**, and **trainings** were conducted to enhance CP/light warehouse monitoring

WFP SUDAN ASSURANCE PROJECT

BEFORE & AFTER



SAVING
LIVES
CHANGING
LIVES

FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR RELIEF ACTIVITIES



TARGETING

- **Food security needs** were identified through comprehensive assessments, which informed the IPC analysis and outcomes.
- **Targeting** was undertaken in collaboration with CPs, local authorities and community leaders, in line with WFP targeting guidelines.
- **Local authorities, community leaders and existing community structures** played a key role in the community-based targeting process, ensuring local ownership.
- Assistance was predominantly directed toward refugees and protracted IDP populations, in alignment with assessed needs and vulnerability criteria.

AFTER

- **Geographical prioritization** of humanitarian assistance is informed by IPC analysis.
- **Prioritization of areas experiencing or at heightened risk of famine** to ensure humanitarian assistance reaches those in greatest need.
- **Beneficiary list verification processes** are strengthened to ensure that targeted groups are reached, and inclusion and exclusion errors are minimized.
- **Continuous community engagement** is maintained throughout the programme cycle to ensure that the needs and priorities of the most at-risk groups – particularly women, children, youth, and displaced populations – are effectively reflected in programme design and implementation.
- **Deliberate conflict-sensitive programming** is implemented to address the drivers of violence and enhance social cohesion.



IDENTITY MANAGEMENT

- **Registration and verification** were conducted manually or through Excel-based tools, with temporary enumerators supporting implementation.
- **In-kind reconciliation** was conducted using aggregated distribution data provided by cooperating partners.
- **Deduplication** leveraged biometric fingerprints for beneficiary registration of the CBT programme.
- **Digital solutions** primarily applied to CBT operations.

- **SCOPE digital registration** captures biographic data and a photograph of the head of household to enable secure and reliable beneficiary identification. Beneficiaries are issued SCOPE Lite QRC cards and PIN codes, facilitating household-level delivery verification at FDPs. The system is now fully operational across all CBT activities nationwide and covers 70% of in-kind GFA operations in accessible locations, reinforcing accountability and traceability in assistance delivery.
- **Household-level reconciliation** through SCOPE is now implemented across all CBT operations and 70% of in-kind assistance in accessible locations, strengthening accuracy, accountability, and traceability in humanitarian delivery.
- **Biometric registration** is being progressively scaled up across all accessible locations, encompassing both CBT and in-kind operations to enhance the accuracy, integrity, and accountability of beneficiary registration systems.
- **Deduplication** processes now integrate biometric fingerprint and biographic data, enhancing the integrity of beneficiary verification. Photo-based deduplication is being piloted for head-of-household registration to further ensure accurate targeting and that assistance reaches the intended recipients.
- **Digital solutions** are fully integrated across all CBT operations nationwide, and in GFA in-kind distributions in all accessible location.



MONITORING

- **Monitoring capacity** and proactive planning processes required further strengthening to ensure comprehensive and timely coverage.
- **Mechanisms for the escalation and resolution of identified irregularities** were being further reinforced to support robust accountability and oversight systems.
- **CO strategy and SOPs** were being reviewed to ensure alignment with corporate priorities and best practices.

- **Enhanced Process Monitoring Coverage:** Process monitoring coverage has been expanded to include both on-site oversight by WFP personnel and TPMs, with a particular focus on hard-to-reach areas such as Khartoum, Gezira, and Darfur. This approach strengthens accountability and ensures robust monitoring in complex and high-risk operational contexts.
- **Risk-Based Framework established:** The Risk-Based Monitoring Framework has been operationalized to expand monitoring coverage efficiently by aligning oversight with planned activities and actual implementation. Site visits are prioritized based on risk assessments and operational imperatives, enabling more targeted and adaptive monitoring in dynamic contexts.
- **Streamlined Monitoring Escalation:** A monitoring escalation system has been deployed to reinforce reporting mechanisms and enable timely corrective actions, thereby enhancing accountability, operational responsiveness, and programme efficiency.

MONITORING Cont.



COMMUNITY FEEDBACK MECHANISM

- **Monitoring tools, processes, and systems** were being further refined, with progress moderated by significant security challenges, access constraints and climate shocks.
- **Monitoring SOP Implementation:** The CO Monitoring SOP is currently being operationalized to harmonize practices and strengthen monitoring coherence across all activities.
- **Robust CFM channels:** CFM channels have been significantly strengthened and expanded to mitigate protection risks, enhance accountability to affected populations, and inform adaptive programming. The CFM portfolio now includes internet-based platforms, a chatbot, 'click-to-call' features, self-reporting links, a toll-free hotline, additional service lines via Zain and Sudani, a dedicated email channel, and digitalized community helpdesks.
- **Expanded Coverage:** CFM coverage is being expanded to encompass resilience, nutrition, and school feeding programmes, reinforcing accountability across all activity areas. To support this scale-up, capacity-strengthening initiatives—including induction sessions and targeted trainings—have been delivered to CP CFM focal points to enhance their ability to facilitate effective community engagement and feedback management.
- **Interagency Interoperability:** A fully operational, cloud-based system—integrated with UNHCR platforms—has been successfully launched, marking a significant step toward enhanced interoperability and data management. Expansion plans are currently underway to broaden its reach.
- **Strengthened systems for Feedback Collection:** The strengthened CFM has enhanced inclusive targeting, improved accessibility of distributions, and fostered more robust community engagement. As a result, communities are better informed, and the handling of sensitive cases has been further refined, reinforcing accountability, responsiveness, and trust in programme delivery.
- **Strategic Use of Data:** CFM data is strategically leveraged to inform timely and effective operational responses, strengthening evidence-based decision-making and reinforcing accountability to affected populations.
- **Updated SOP for the CFM** has been operationalized, institutionalizing a more coherent, accountable, and responsive approach to community engagement.



COOPERATING PARTNER MANAGEMENT

- **Staffing levels** were being reviewed to meet scale-up requirements, with CPM SOPs already in place to guide implementation.
- **CP selection** was conducted through both the online UNPP and offline systems, with Partner Connect currently in limited use as efforts continued to enhance its functionality.
- The **partner roster** presented limitations for rapid operational scale-up.
- **Onboarding** was completed for all CPs, with scope to improve both the timeliness and depth of the process to better support effective implementation.
- **Planned spot checks for CPs** were not fully implemented, highlighting the need to strengthen field-level monitoring.
- **Operational capacity** is being reinforced through targeted staff recruitment to ensure effective programme delivery.
- **The CPM SOP has been** revamped to include dedicated guidance on invoicing processes, strengthening compliance, financial accountability, and operational effectiveness.
- **UNPP** will be fully utilized for 2025 partner selection, while Partner Connect will be adopted for the formalization of 2025 partnership agreements, promoting transparency, efficiency, and alignment with corporate systems.
- **Onboarding** for 2025 partnership cycle, utilizing newly developed cross-functional materials provided by the Regional Office in Nairobi to ensure standardized and streamlined partner engagement.
- **CP spot checks** are currently underway, with plans to engage an external audit firm to bolster the exercise and strengthen assurance, transparency, and financial oversight.
- **An Expression of Interest** was launched to inform the strategic landscape analysis for resilience programming. The 2025 CP selection process for GFA and Nutrition has identified prospective partners for roster inclusion, ensuring a responsive and diversified partner base to meet evolving operational needs.



SUPPLY CHAIN

- Supply chain operations predominantly depended on a **single corridor** through Port Sudan.
- **Delivery confirmation** processes largely relied on hard-copy documentation provided by CPs, contributing to extended processing times. Validation was limited to the review of partner-signed waybills, indicating a need for enhanced verification measures and digitized tracking systems.
- Monthly physical inventory processes were in place. However, cross-functional participation in inventory committees has been variable.
- The **supply chain operations** have been reinforced and diversified through the establishment of additional humanitarian entry points, including Tiné, Adré, and Argeen, enhancing logistical flexibility, access, and operational resilience.
- **Last mile delivery processes** are being optimized to accelerate confirmation timelines, with the objective of achieving near real-time delivery verification, strengthening accountability, traceability, and operational efficiency.
- **Cargo verification processes** have been streamlined through the systematic sharing of dispatch and delivery reports with CPs, reinforcing accountability and ensuring timely confirmation of cargo arrival.
- **Physical inventory committees** are composed with balanced representation across functional units, promoting transparency, internal control, and cross-functional accountability.

WFP SYRIA ASSURANCE PROJECT

BEFORE & AFTER



World Food Programme

SAVING LIVES
CHANGING LIVES

FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR RELIEF ACTIVITIES

BEFORE

AFTER



TARGETING

- The **targeting approach** had inclusion errors and required stronger community ownership, leading to inefficient resource use.
- **External influences and biases** from community committees affected the verification and recommendation of beneficiary lists.
- **Capacity gaps** existed in monitoring the registration process and managing beneficiaries' identity. There was insufficient staff and partner capacity, and resources were not adequately allocated.
- WFP's targeting approach was based on statistical modelling, which was **difficult to explain** to beneficiaries.
- **Limited access to beneficiary data** hindered verification, deduplication, and confirmation of beneficiary authenticity.
- The **strategy lacked community validation**, leading to limited acceptance and buy-in.
- A broad-based population received low-impact, supply-driven emergency food assistance without confidence that the right people were getting the right assistance.

- WFP applies a **new targeting approach** based on three layers of targeting to reach the most vulnerable of the population. Geographical-based targeting, community-based targeting and vulnerability-based targeting were used to identify the severely food insecure people. The targeting approach was evidence-based and supported by multiple data sources to improve accuracy. Measures were introduced to reduce bias, enhance community participation, and improve the appeal process.
- **Geographical targeting** was used to select the areas with highest severe food insecurity rates, Global Acute Malnutrition prevalence, conflict sensitivity, access, contextual assessments, operational presence, and complementarity with other activities.
- **Community-based targeting** included direct involvement of community committees in household selection, engaging community to identify the list of eligible beneficiaries based on the community perspective. In addition, engaging communities through focus group discussions to validate and complement assessment-driven eligibility criteria.
- **Vulnerability-based targeting** was used to validate the beneficiary lists suggested by the communities, the most severely vulnerable people were identified based on a list of verifiable targeting criteria that is highly correlated with food insecurity in Syria.
- In addition, the **beneficiary registration** was done with an enhanced IDM through system-based approaches and with improved monitoring of registration processes.
- Implementing the community-based targeting along with the vulnerability-based targeting and strong identity management system to ensure that beneficiaries are real, unique and eligible, enabled WFP to **reduce the inclusion error**.



IDENTITY MANAGEMENT

- CO had a **fragmented IDM ecosystem** with varied assurance measures, causing data gaps and risks of ghost beneficiaries and duplication of assistance.
- In-kind interventions suffered from weaker assurance measures due to **limited access to household data** and systems to track distributions.

- A **harmonized IDM interface** was implemented, providing a single source of truth for beneficiary data and enabling de-duplication. It automatically identifies eligible households based on WFP's targeting criteria, ensuring registered beneficiaries are real, unique, and eligible. Routine biographical deduplication and adjudication processes are in place, with duplicates automatically flagged.
- **Privacy Impact Assessments** are conducted for new programs.
- Households are registered with the **minimum data required** to implement programs, prioritising women as principal recipients wherever possible.
- Cycle management and distribution tracking for in-kind assistance are **digitized**, ensuring clear segregation of duties and audit trails.
- The **Beneficiary Redemption Tracking tool** tracks in-kind assistance distribution at the household level.
- **Training for CPs** on data protection standards is provided.



MONITORING

- **Limited Monitoring:** WFP struggled to meet minimum monitoring standards due to resource and access constraints.
- **Basic use of Findings Tracking Management System (FTM):** FTM was used to track findings but lacked integration and broader functionality.

- A **more risk-informed monitoring strategy** is followed, with stronger data triangulation across different data sources and databases for an integrated process overview. Example: Integrated FTM & CFM: FTM aligned with global protocols and was integrated with CFM, improving reporting, accountability, and responsiveness.
- **Field monitoring coverage increased**, with a targeted approach for schools and registration oversight.

MONITORING

Cont.

- **Paused Data Quality System:** The removal of the Data Quality Officer from the organigram in 2024 led to moving from automated DQS to manual checks and paused full implementation of automated data assurance.
- **Outdated SMD:** The Syria Monitoring Database, built in 2017, was outdated and lacked modern features, prompting a need for redevelopment.

- **Strengthening the oversight** over WFP TPM companies through rigorous performance-based data quality checks and periodical procedural adjustments.
- **Investments in digital solutions** for automation of verification processes, data triangulation, and real-time information flow from the field improve data integrity and informed decision-making.
 - *Example:* WFP conducts representative sample verification at registration sites to ensure households are real, unique, and eligible.
 - *Example:* Revived Data Quality System: DQS was updated with modern tools, enabling fair TPM evaluation and stronger data triangulation.
- Started the implementation of **remote monitoring initiatives** to triangulate the monitoring findings from different sources and ensure comprehensive monitoring coverage. In addition, the remote monitoring exercise is designed to evaluate the targeting performance through comparing the food security outcomes of WFP beneficiaries compared to control group of eligible non-beneficiaries.



COMMUNITY FEEDBACK MECHANISM

- WFP had a **helpline and partners' help desks** for feedback.
- Communities in northwest Syria had **limited access** due to fear, low connectivity, and privacy concerns.
- In 2024 WFP established a **call center** in Beirut to ensure communication with communities in NWS. However, communication with beneficiaries was mainly intermediated by partners.

- The CFM is scaled up and enhanced across the country through diversified and innovative channels, training and escalation processes, ensuring continuous two-way communication with beneficiaries.
- Plans to pilot the **Community Cloud Communication technology** to provide additional contact channels for beneficiaries are already underway. It's believed that such measures will further strengthen and broaden the CFM including the introduction of a click-to-call solution, email, chatbot and others for direct beneficiary feedback. It also includes digitalization and integration of Partners Helpdesk with WFP's CFM to generate robust data for analysis and enhance grievance redressal mechanisms.
- Investments in a **digital data triangulation project** across CFM and monitoring mechanisms for integrated case resolution.
- **Two fully functional call centers** ensure direct access to all people in Syria. Direct two-way communication and stronger trust relationships with communities.



COOPERATING PARTNER MANAGEMENT

- **Outdated SOP** for managing CPs.
- No open call for proposals, leading to **limited transparency** in partner selection.
- **Oversight and spot-check exercises** lacked a harmonized approach.
- None of the CPs underwent **PSEA assessments** in 2023.
- Only 46% of CPs received **oversight visits**.
- Only **onboarding sessions** were provided to CPs, without systematic capacity strengthening activities.

- **New SOPs for CP management** are implemented, tailored for the context in Syria + Emergency policies included.
- Rollout of **UNPP** across the country led to streamlined processes and improved transparency.
- CPs are selected through a **competitive process** (Open Call For Proposals) via the UNPP.
- **Oversight and spot-check exercises** are fully revised with harmonized questionnaires.
- 100% of CPs underwent UN IP **PSEA capacity assessments**. Spot-check coverage improved significantly, with 85% of CPs receiving oversight visits.
- **Capacity strengthening** for 100% CPs is ensured through advance payments, training, and capacity-building sessions.



SUPPLY CHAIN

- **Monthly quantitative reconciliation** was conducted between the focal points for each activity, based on paper-based tracking of transfers, to ensure quantities requested were delivered to the correct destination.
- The **warehouses assessments** were done internally (in-house) and during the contracting stages. The **CCTV cameras** were installed in almost all warehouses, but it was not strictly monitored/enhanced.
- Implementation of **LESS Last Mile**: The achievement between 2023-24 was up to 80%.
- **Long-standing Long-Term Agreements**, mostly for the procurement of goods and services, showed higher costs due to the limited number of suppliers and their location vs. field offices.

- **Monthly qualitative reconciliation** is now in place between COMET & LESS data. Digital distribution reports allow WFP to have real time visibility of daily transaction and conduct monthly reconciliations between actual plans, dispatches, and deliveries. New digital tools were developed that enabled both LOG & PROG staff to identify system errors and discrepancies in a timely manner. Reconciliation of data is executed more efficiently.
- **Third-party warehouse assessment:** Increased measures at warehouse level (CCTV cameras, 24h security surveillance), daily reports and loading inspections, in addition to regular physical inventory, are implemented to mitigate the risk of commodity losses. Increased security has been established.
- **Implementation of the LESS Last Mile** is set to be not less than 95% in 2025. Actions include: purchasing additional FAMOCO devices, providing trainings to CPs and their staff, close coordination between field SC staff and CP staff, setting clear deadlines and appointing responsible focal points from WFP and CPs, revision of the new FLAs and including the Last Mile and to indicate the performance of CP based on the progress of the last mile application.
- **Market assessment for all existing long-term agreements.** Digitalization of all documents, improving tracking, filing, audit and effectiveness of approval process.

WFP UGANDA ASSURANCE PROJECT

BEFORE & AFTER



SAVING
LIVES
CHANGING
LIVES

FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR RELIEF ACTIVITIES



TARGETING

BEFORE

- Uganda hosted the largest refugee population in Africa, leading to a **complex context** with factors like malnutrition, food insecurity, climate shocks, price volatility, and conflicts in neighboring countries.
- The **targeting process** was influenced by the progressive policy of the Ugandan government, allowing movement for refugee populations, which added variability and seasonality to the analysis.
- There was a **lack of structured guidelines and protocols** for targeting, and the process was still under development.
- Interaction with partners** regarding targeting was identified as a gap, requiring a capacity strengthening programme.
- A **comprehensive targeting framework** covered both in-kind and cash modalities, guided by needs assessments including a MSNA, WFP assessments, and monitoring findings.
- Up-to-date registration** of all beneficiaries receiving food assistance was maintained, considering security constraints and including hard-to-reach areas.

AFTER

- The assurance plan helped **structure and consolidate guidelines and protocols for targeting**. It contributed to a more organized set of documents for the CO and targeting of nine CSP activities.
- Coordination** between RBN and the CO improved, enhancing the reliability and validity of information presented to donors.
- Development of capacity, especially for local NGOs, and improved the quality of targeting.
- A **cross-functional targeting and prioritization working group** was established for continuous review and refinement of the targeting framework.
- CPs conducted **up-to-date beneficiary registration for in-kind food assistance**, including efforts in hard-to-reach areas.
- Targeting-related risks were monitored** via CFM, monitoring, and other oversight activities, with necessary program adjustments addressed in working group meetings.



IDENTITY
MANAGEMENT

- IDM systems were less mature**, with significant manual processes involved in data sharing between WFP and UNHCR.
- There were **challenges in data accuracy and verification**, and the process was prone to unintentional data errors.
- Registration for CBT in the refugee response** was carried out with a verified unique identifier (Refugee IDs) since the start of the operation, while in-kind beneficiaries began inclusion into registration in early 2023.
- Identification and verification** for host community were made in collaboration with local authorities and CPs. CPs were supposed to re-verify beneficiaries every four months.
- Reconciliation of CBT distributions** was performed, monitoring the frequency of cashing-out assistance. Visibility and reconciliation for in-kind remained a challenge due to lack of appropriate systems.

- Advanced data analytics** were leveraged for tracking and reporting on pre- and post-distribution, improving data accuracy and decision-making.
- IDM unit** established in October 2024 with fully onboarded team by February 2025.
- Rollout of SCOPE in-kind** began in December 2024. With scale-up scheduled for July 2025 to improve assurance for in-kind distributions.
- Centralization of distribution management** was initiated to shift from decentralized distribution list management to a centralized process improving deduplication and reducing length of distribution cycle.
- Aggressive capacity building on **IDM systems** for both WFP staff and partners initiated in Q1 2025.
- Dashboards** were developed to track daily distribution and reconciliation for cash distributions. Scale up to include in-kind and cash-hand are underway.



MONITORING

- No effective and segregated **monitoring structure, monitoring capacities, a monitoring action plan, or monitoring budget** in place with a diverse CSP requiring reporting on 167 indicators annually.
- Lack of definition** or agreement on how observations should be closed, leading to subjective interpretations.

- Organizational alignment** results effective from April 2025, with **Terms of Reference for roles and responsibilities** and measures on potential conflict of interest in place.
- Low-cost customized onboarding and capacity strengthening programme for RAM** (VAM, M&E, CFM, RAM-eco systems) developed and in place in coordination with HR, including performance indicators monitored in the PACE.

MONITORING Cont.

- **Remote monitoring** through phone calls to randomly selected beneficiaries was tested for regular feedback and results monitoring (particularly for Anticipatory Action related activities). Donor third-party monitoring provided additional oversight of CBT and in-kind operations.

- **Monitoring SOP Implementation:** The CO Monitoring SOP is currently being operationalized to harmonize practices and strengthen monitoring coherence across all activities.
- **Implementation of a multi-layered approach** including remote and/or TPM and triangulation of information.
- **Enhanced coordination with RBN and HQ**, leading to better understanding and alignment of monitoring tools and processes.
- **Sugar CRM** implemented for tracking of monitoring issues.



COMMUNITY FEEDBACK MECHANISM

- **No standardized process for CFM**, limited evidence of case handling procedures, and inadequate evidence of macroanalysis of trends and issues identified through CFM.
- **CFM channels** included the QR Code Project, with an online form available for all in-kind beneficiaries.
- The CO had a **diverse CSP with nine activities and 167 indicators** to report on yearly. There was a **lack of definition** or agreement on how an observation should be closed, leading to subjective interpretations.

- **CO enhanced hotline effectiveness** through regular operator training and improved case identification, classification, and handling of complex inquiries. QR codes were printed on every GFD30 food box, making them accessible and encouraging feedback.
- Weekly and monthly internal **CFM reports** were issued, summarizing feedback and trends. The assurance plan raised the need of harmonizing and having protocols for triangulation between VAM, M&E and CFM.
- **Integration of CFM and monitoring** reduces the overwhelming sharing or asking for the same focal point.
- Development of **tools and innovations** brought together relatable issues and improved the closure rate of issues.
- **Case resolution and loop closure** documented in the case resolution field of SugarCRM, with case resolution rates by category incorporated in monthly CFM reports.
- **Enhanced capacity to raise, handle protection cases and referrals**, with every WFP staff member acting as an agent to collect complaints and feedback.



COOPERATING PARTNER MANAGEMENT

- **Lack of awareness and knowledge** among different units involved in CPM.
- **Staff turnover** led to gaps in knowledge about CPM tools and processes.
- CO used WFP **corporate guidelines for CPM and tools** like UNPP and Partner Connect for CP selection and engagement processes.
- CPs were provided with **onboarding/induction training** on program implementation, AFAC, and PSEA.

- **Improved knowledge** in CPM processes, including CP selection, onboarding, and monitoring.
- **Digital solutions** like Partner Connect were integrated, reducing workload and eliminating paperwork.
- Enhanced **oversight and performance monitoring of CPs**, leading to improvements in financial reporting and addressing cash flow issues.
- CO developed a **local SOP to manage CPs**, with roles and responsibilities outlined in standard FLA terms.
- **CPs trained** to use Partner Connect for timely reporting of distributed commodities and updated the CP Monthly Progress Report template for feedback collection.
- **Financial spot checks** for nine CPs were conducted, with performance evaluations informing improvement plans.
- **Improved compliance** in CPM processes, with a compliance rate of 93% certified by RBN.



SUPPLY CHAIN

- **Limitations on security infrastructure** without CCTV surveillance in warehouses.
- **Physical inventories** carried out monthly by WFP staff only.
- Many warehousing and commodity accounting processes were **manual or using cumbersome corporate tools**.

- All **dispatched commodities tracked in real-time** using the WFP inventory systems LESS and LESS Last Mile, ensuring traceability to CP warehouses and distribution sites.
- Control Tower dashboards **integrate data from corporate tools**, offering real-time commodity tracking. Dashboards align LESS and Partner Connect data, providing monthly insights into CP dispatches and beneficiary distributions.
- WFP Logistics has established a **robust system for training CPs** in warehouse management to ensure adherence to best practices and safeguard the integrity and safety of WFP food commodities.
- **Spot checks** have assessed 66 warehouses and FDPs by RAM. In line with WFP's corporate logistics policies and guidelines, a monthly physical inventory process is systematically conducted at the end of each month across all WFP-managed Central Delivery Points and Extended Delivery Points.
- **CPs have been trained** to align operations with WFP standards, with regular evaluations ensuring data accuracy and identifying areas for improvement.

BEFORE & AFTER

FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR RELIEF ACTIVITIES



BEFORE

- The **targeting approach** was guided by essential needs and food security assessments, with collaboration from government partners.
- Local authorities and community-based organizations often had the **most up-to-date information on vulnerabilities and needs**.
- A **comprehensive targeting framework** covered both in-kind and cash modalities, guided by needs assessments, including MSNA, WFP assessments, and monitoring findings. The framework combined geographical targeting with household-level vulnerabilities and verifiable social categories.
- Up-to-date registration** of all beneficiaries receiving food assistance, including efforts in hard-to-reach areas, while taking security constraints.

AFTER

- The **targeting approach** continued to be guided by essential needs and food security assessments, with updates based on fresh data collection.
- A **cross-functional targeting and prioritization working group** was established for continuous review and refinement of the targeting framework and approach.
- An innovative **geographical targeting and prioritization tool** was developed to guide decisions at the district level.
- CPs conducted **up-to-date beneficiary registration** for in-kind food assistance, including efforts in hard-to-reach areas
- Targeting-related risks** were monitored via CFM, monitoring, and other oversight activities, with necessary program adjustments discussed and actioned in working group meetings
- Current technical guidance reinforced** for the targeting processes, primarily functioning as a mechanism to systematically document targeting and prioritization processes and frameworks.



- IDM was a **new functional area** introduced in early 2023; initial reactions to IDM were mixed, with confusion and curiosity.
- The CO began **building capacity** in IDM systems, implementing solutions like SCOPE, Building Blocks, and RacketPro.
- Essential documents** for IDM processes, such as SOPs for registration and deduplication, were developed.
- For CBT, transfers were carried out with a **verified unique identifier** (tax ID) since the start of the operation.
- Identification and verification** were made in collaboration with local authorities and CPs.
- Re-verification of in-kind beneficiaries** is treated as ongoing process, conducted approximately three times a year.
- Reconciliation of CBT distributions** was conducted quarterly.

- In 2025, a **unified registration template** was introduced to register all beneficiaries across WFP programs. This new form is designed to fully capture the targeting criteria and applies extensive data validation rules to enhance data quality. It operates on a secure, fully protected backend, helping to preserve data integrity and prevent tampering. This unified approach significantly improved the consistency and reliability of beneficiary data collection across partners and modalities.
- WFP led the development of essential documents such as SOPs for registration and deduplication, facilitating the transition from in-kind to cash-based assistance. WFP continues to improve the reconciliation process across both in-kind and cash distributions, ensuring greater accuracy, accountability, and efficiency in assistance tracking and reporting.
- Over 60 humanitarian partners have since adopted a coordinated deduplication approach using WFP's blockchain-based Building Blocks platform. The system now integrates activities from multiple clusters and activities, allowing cross-cluster deduplication to identify overlaps and reduce duplication risks. Since its introduction in March 2022, the Building Blocks platform has helped prevent overlapping assistance valued at approximately USD 300 million across all partners and interventions, with WFP-specific savings estimated at over USD 70 million.
- Additionally, WFP completed a Privacy Impact Assessment for in-kind modalities and is planning to expand this assessment to include cash-based assistance.



- Monitoring tools and processes** are in place, adapted to the Ukrainian context.
- The CO structure was **insufficient** to meet the monitoring requirements.

- Current practices documented** and potential areas for improvement identified.
- Focus on quality** rather than quantity in monitoring efforts.

MONITORING Cont.

- Remote monitoring through phone calls to randomly selected beneficiaries was used for regular feedback and results monitoring.
- Donor TPM provided additional oversight of CBT and in-kind operations
- Roll-out of the corporate escalation system, SugarCRM.
- Continued use of a **multi-layered approach** for monitoring through on-site and remote monitoring.
- **Continued monthly visits** to distribution and implementation sites by CO monitoring staff and TPM companies.
- Continued use of the **corporate system for tracking and monitoring issues** through Sugar CRM and a joint quarterly report with CFM.



COMMUNITY FEEDBACK MECHANISM

- While CFM processes were functional, **gaps remained** in transparency, efficiency, and feedback loops, particularly in CBT cases.
- **CFM channels** included a QR Code Project with an online form to receive complaints.
- **Challenges** included meeting resolution times for CBT cases and aligning internal escalation workflows.
- **Weekly and monthly internal CFM reports** were issued, summarizing feedback and trends.
- Provided a valuable opportunity to **document ongoing practices** and reaffirm key areas for continued strengthening, particularly in relation to CBT-related case management.
- CO continued to **build hotline capacity** through regular operator training focused on protection, communication, and programme updates.
- In collaboration with the CBT unit, efforts are ongoing to **improve resolution timeframes** for escalated cases. An SMS solution was introduced to provide timely updates to beneficiaries on CBT case outcomes, enhancing transparency and reducing frustration.
- **Digital access** to feedback mechanisms was strengthened using QR codes on GFD boxes, allowing broader and more anonymous reporting.
- **Joint quarterly reporting with Monitoring** was established, helping to ensure that feedback informs programme decision-making.



COOPERATING PARTNER MANAGEMENT

- CO followed corporate business process models CPM and governance, with CPM SOPs guiding the full cycle of partner management.
- **Roll-out of corporate digital solutions** like invoice tracking and CPDR had begun.
- CO with the support from HQ and RBC was working on ensuring the right approach to the **full cycle of FLA management**.
- Potential improvements highlighted in the existing SOPs and use of Partner Connect encouraged for signing FLAs. CP roles and responsibilities were more carefully outlined in standard FLA terms.
- Implementation of **digital solutions** like invoice tracking and CPDR continued improving efficiency and accountability
- CO trained CPs to **use Partner Connect** for timely reporting of distributed commodities
- **Financial spot checks** for nine CPs were conducted, with additional checks scheduled
- More attention is now paid to **capacity development of CPs** based on capacity assessments
- The **CPM processes are more streamlined**, accurate and well managed



SUPPLY CHAIN

- **LESS was in place** and allowed tracking up to CP warehouses and FDPs, but **downstream visibility was limited** as it relied on standard partner reporting. LESS Last Mile was gradually implemented with tailored training to selected partners starting in May 2023.
- WFP's **ability to track commodities** beyond CP custody remained a key challenge, with inconsistent data entry by partners impacting the quality of downstream visibility.
- **Video surveillance systems** installed in WFP warehouses in Lviv, Kyiv, Odesa and Dnipro to enhance physical oversight.
- **CP warehouse practices** varied in maturity. Targeted capacity-building initiatives were rolled out to partners, focusing on warehouse management and reporting practices.
- **Spot checks** at CP warehouses and FDPs started in June 2023 but were limited in coverage and frequency.
- **Engagement on FLA** logistics components between Supply Chain and Programme colleagues was limited, particularly in budgeting discussions.
- **Real-time tracking of dispatched commodities** was enhanced through systematic use of LESS Last Mile across all partners and with Control Tower dashboards consolidating data for full visibility across LESS and Partner Connect data.
- A **barcode labelling initiative** was implemented across the GFD pipeline to improve traceability and accountability, securing each kit's movement from dispatch to distribution and mitigating diversion risk.
- Additional **video surveillance systems** were installed at the Kropyvnytskyi warehouse, expanding physical oversight across all WFP-operated warehouses.
- **CP warehouse management** was strengthened through standardized capacity-building events delivered to all CP logistics staff.
- A **comprehensive spot-check exercise** was conducted by the Supply Chain team across 71 unique CP warehouses and FDPs. Physical inventory was implemented in hard-to-reach areas by a third-party service provider.
- Supply Chain actively engaged in **FLA development**, providing technical guidance on logistics components.
- The recent Internal Audit of WFP Operations in Ukraine noted no reportable audit observations in the areas under supply chain management.

WFP YEMEN ASSURANCE PROJECT

BEFORE & AFTER



SAVING
LIVES
CHANGING
LIVES

FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR RELIEF ACTIVITIES

BEFORE

AFTER



TARGETING

- **Beneficiary lists and caseloads were outdated**, with 57% biometrically registered and 43% with only minor modifications.
- In the North, the process relied on **outdated lists with inclusion and exclusion errors**, and verification was outsourced to CPs leading to inconsistencies.
- **Challenges with funding, data quality and political interference.**
- **Access** to most of the targeting locations is difficult.

- A **change in the targeting approach**, introducing the community-led, vulnerability-based eligibility approach with direct engagement and automated and more transparent registration.
- Following the **completion of the successful pilot exercise** and documented lesson learnt in the two districts in Taiz, a wider roll-out of the piloted approach will take place through staggering approach in all southern districts.
- In the **South, registration and data updates were completed by July 2024**, and prioritization of GFA beneficiaries was conducted in two phases.
- In the **North, a successful targeting methodology was piloted in 3 districts**, with plans to scale up to 68 districts in 2025.
- Working with the communication unit to produce **products to increase the awareness** and reach more people, through brochures, radio and involving the community leaders, the imams from the mosque, the elderly, and the teachers.



IDENTITY MANAGEMENT

- In North Yemen, **biometric registration was not permitted**, leading to challenges in identifying unique beneficiaries.
- In the South, 57% of GFA beneficiaries were biometrically registered, while 43% remained unregistered and unverified.
- Due to authorities' blockage on biometric registration and restrictions due to covid-19. As for other activities, **only biographic data** of beneficiaries were registered, but not digitalized through the system.
- The IDM measures required a **significant financial investment** in digital tools.

- WFP is **implementing technology to strengthen IDM processes**, including introduction of AI/machine learning driven de-duplication processes, digitization and updates of registries in the South (and plans for the North), data science tool-development for anomaly detection and enhanced automation of cash and in-kind operations.
- **Verification has been scaled up** to 20,000 households per month to ensure correct targeting and eligibility and to ensure beneficiaries' receipt of assistance.
- In the North, standardized IDM was implemented during the targeting pilot, with **unique identifiers** streamlined to national and refugee IDs.
- **Lessons learned** have been incorporated into the data cleaning pre- and post-registration exercise. De-duplication procedures have been established, resulting in the identification of overlapping cases (FFA vs GFA vs Nutrition Health workers), and enabling CO to conduct reconciliation on commodity and beneficiary levels for GFA through manual cross-checks across the systems (HTS and SCOPE).
- In the South, **100% of GFA beneficiaries were digitally registered in SCOPE** with biographic and vulnerability data for all household members. Negotiations with the SBA are underway for similar arrangements in Northern areas.



MONITORING

- **Monitoring was hindered** by a lack of available partners, interference by authorities, and data protection issues.
- **Comprehensive direct monitoring was difficult** due to access and security constraints, including denial of field visit permits from authorities

- The **number of TPM companies increased**, and new contractors were included in the roster. TPMs conduct onsite distribution monitoring and activity implementation monitoring of programme activities including GFA (in-kind and CBT), school meals programme, nutrition activities and safety nets and livelihood activities.
- BVM calls frequently reached the **target of ~2k calls per month**; accordingly, the measure is considered implemented.

MONITORING Cont.



COMMUNITY FEEDBACK MECHANISM

- The **case management system** lacked **efficiency**, and there was no systematic approach to categorizing and resolving cases.

- A **'no-monitoring, no-distribution'** guideline was implemented to improve monitoring in cases where visits were blocked.
- Process monitoring and review of CFM calls related to registration pilots were **completed**. The process monitoring of the scale-up for registration exercise and field verification will be done in line with the scale-up but does not constitute a gap at present.



COOPERATING PARTNER MANAGEMENT

- CP management followed HQ's global guidelines with limited contextualization for Yemen.
- CP selection and engagement processes were partially conducted online. Induction training for CPs was ad hoc.
- Oversight checks of CP performance were initially limited to GFA and Nutrition activities.

- A **robust CP management structure** was established with contextualized SOPs.
- CP selection and engagement processes were **fully digitalized through UNPP**, while Partner Connect is not yet functional in the CO. Its launch is planned for 2025.
- Systematic onboarding sessions for newly selected CPs** were introduced, with roles and responsibilities clearly defined for all partners, including cross-cutting thematic areas AFAC and PSEA.
- Systems (LESS, HTS) and processes have been implemented** to enhance transparency and oversight of CP management.
- Spot-checks are conducted** by a third-Party provider to review CP financial management and internal control.
- CP performance assessments** in different thematic areas are done at the end of each FLA, covering all CPs and activities
- The CO has completed a **fraud risk assessment** covering CP management to strengthen fraud related controls.



SUPPLY CHAIN

- Data collection was ad-hoc**, and there was a lack of comprehensive insight into trends and feedback. Better visualization of commodity movements was required.
- No automation** of bag/box traceability across all operational areas.
- Limited oversight** exists within HTS regarding CP stock management, particularly in areas such as stock corrections, internal and external movements, damages, and returns.

- SOPs have been revised to **strengthen the management and resolution of food diversion allegations and incidents**, with the development of advanced digital solutions for incident management currently underway with 95% of achievement in the Holistic Tracking System (HTS) platform.
- The **ticketing system and commodity tracking functionalities** have been successfully integrated into the core HTS platform.
- Enhancements to the CP stock module** within HTS have improved data integrity and enabled comprehensive traceability across critical processes, including stock adjustments, spoilage, returns, and both internal and external stock movements.
- Notable progress has been achieved in the pilot testing of QR code printing on commodity bags, aimed at advancing traceability across operational areas.
- New modules supporting school feeding initiatives and healthy kitchens have been completed and are now operational.
- Substantial enhancements have been made to data quality assurance mechanisms within the LESS and HTS systems, resulting in greater platform accuracy and reliability.

WFP ZIMBABWE ASSURANCE PROJECT

BEFORE & AFTER



World Food Programme

SAVING
LIVES
CHANGING
LIVES

FOOD ASSISTANCE (IN KIND & CASH BASED TRANSFER) FOR RELIEF ACTIVITIES



TARGETING

BEFORE

- **External influences:** External influences from traditional and political leaders sometimes exerted pressure on household targeting processes.
- **Lack of verification:** Village and household selection involved community-led processes, but verification was not always performed due to urgency and resource constraints.

AFTER

- **Targeting approach:** CO revolutionized its targeting approach through the implementation of a VBT system. This innovative framework utilized a robust multilayer targeting system to systematically identify and prioritize vulnerable households for assistance.
- **Stakeholder Engagement:** Engagement with donors, government, and communities to validate ward and household eligibility criteria led to more accurate identification of food-insecure wards and individuals.
- **Community-based approach:** Community-based household selection processes reduced bias and increased community trust. Extensive community sensitization sessions improved awareness and fostered government and community buy-in, and communities were invited in the validation process.
- **Feedback mechanisms:** Establishing clear CFM channels for beneficiaries to voice concerns allowed for quicker detection and escalation of undue influences, enabling timely interventions.
- **Targeting Working Group:** A targeting working group comprising RAM, Programme, Supply Chain, TEC and Field Offices was established to strengthen internal processes and coordination.



IDENTITY MANAGEMENT

- **SCOPE management:** Beneficiaries were managed in SCOPE, with manual tracking of printed and unprinted SCOPE cards.
- **Manual processes:** Limited tracking and reconciliation of undistributed cards that would have been given to CPs. There was no direct integration between SCOPE and the local remittance FSP system, leading to manual processing of payment advice files.

- **Standard procedures and segregation of duties:** Up-to-date SOP and quarterly audits ensured segregation of roles and responsibilities in IDM processes.
- **Digitalization of payment:** The rollout of the Payment Instrument Tracking system allowed digital tracking of SCOPE cards.
- **Automated processing:** CO automated the processing of payment advice files, eliminating the risk of manipulation.
- **Centralized data analysis:** CO established centralized de-duplication dashboard which facilitates verification process.



MONITORING

- **Tailored monitoring:** Monitoring mechanisms were tailored to each strategic outcome, with manual tracking systems maintained by the CO monitoring team.

- **Complemented capacity:** CO leveraged outsourcing monitoring to private sector and CPs, allowing enhanced efficiency in monitoring activities.
- **Segregation of roles:** Segregation of roles and duties between CPs, WFP staff, and third-party service providers reduced bias and increased transparency.

MONITORING Cont.

- **Accessible monitoring:** Accessible monitoring included all locations, URT activities, and diverse populations.
- **Limited capacity:** Monitoring faced challenges due to funding constraints, reducing the monitoring footprint.

- **Multi-layered monitoring:** Remote monitoring and TPM helped enhance efficiency in the context of limited funding.
- **Coverage tracker:** Development of a coverage tracker and remote monitoring complemented in-person monitoring, to allow monitoring of coverage on a monthly basis.
- **Programmatic adjustments:** As a result of strengthening monitoring, several programmatic changes were made, such as introducing additional amount in household transfer value for children and women of reproductive age based on outcome monitoring and establishing additional distribution site.



COMMUNITY FEEDBACK MECHANISM

- **CFM gaps:** There were gaps in the implementation of CFM mechanisms due to continuous changes in CPs and lack of dedicated human resources.

- **Enhanced reporting:** Enhanced CFM reporting through automated analysis resulted in real-time feedback for data-driven decision-making.
- **Increased accessibility to CFM:** CO developed and distributed CFM sensitization materials, such as posters, SMSs, and audio materials to ensure accessibility and inclusivity.
- **Informing programmatic decision-making:** Feedback from CFMs informed program decisions, such as revising targeting.
- **Data triangulation:** CO has streamlined triangulation of monitoring data with CFM cases, enabling CO to categorize and track case resolution within the turnaround time. Standardizing the complaints template helped the CO to collect only the necessary information.



COOPERATING PARTNER MANAGEMENT

- **Inconsistent data:** Inconsistent or unreliable data from CPs made it difficult to assess compliance and performance.
- **Varying levels of capacity among CPs:** The diversity of CPs posed challenges in tailoring assurance approaches to meet their unique needs.

- **Capacity building:** Comprehensive onboarding and induction trainings to CPs, including anti-fraud and anti-corruption and Protection from Sexual Exploitation and Abuse, reduced the risk of fraud and corruption.
- **Integrating risk management in CP management process:** Implementation of a risk-based methodology, standardized assessment templates, and regular monitoring and reporting schedules enhanced compliance and risk management. CO strengthened oversight on CP performance by conducting regular spot checks to verify compliance and identify areas for improvement.
- **Improved financial management:** Through strengthened risk management, oversight on CPs financial management has been strengthened, reducing risk of financial misconduct by CPs.



SUPPLY CHAIN

- **No cameras:** No cameras were installed at warehouses, making it challenging to monitor activities or verify incidents in real time and/or when staff is away.
- **Stock reconciliations:** Weekly stock reconciliations were performed, with random physical counts which were matched to book balances using MS Excel sheets.
- **Inventory reports:** Physical Inventory reports are done monthly.

- **Cameras installed for stock accountability:** CCTV cameras were installed at all WFP warehouses, increasing visibility and deterring theft activity even where staff was not available. This helped minimize the risk of commodity theft. As result stock was adequately accounted for, providing assurance of no misappropriation of food and non-food assistance in the last 12 months.
- **Inventory committee:** A Physical Inventory Committee, comprising members from different units, was established with Terms of Reference. They conduct monthly inventory counts, ensuring independent and objective reviews of the warehouse activities monthly.
- **Third-party counts:** Third-party physical inventory counts were performed by an independent company, who picked issues around lack visibility or branded clothes to easily differentiate genuine porters from imposters of the porters.
- **LESS Last Mile solution:** LESS Last Mile was successfully implemented and helped ensure CPs report real-time tracking of food assistance delivery, resultantly this reduced the turnaround time on COMET/LESS reconciliation and enhanced the accuracy of delivery information.

Acronyms

AAP	Accountability to affected populations	M&E	Monitoring and Evaluation
AFAC	Anti-fraud and Anti-corruption	MMR	Minimum Monitoring Requirements
CBT	Cash-based transfers	MSNA	Multi-sector needs assessment
CFM	Community Feedback Mechanisms	MoDa	Offline data collection tool
CO	Country Office	NGO	Non-governmental organization
COMET	Tool for programme design, implementation, monitoring and performance management	PACE	Online tool used to assess employees' performance
CP	Cooperating Partner	PDM	Post-distribution monitoring
CPM	Cooperating Partner Management	PGAAP	Protection, Gender, and Accountability to Affected Populations
CPDR	Cooperating partner distribution reports	PIA	Privacy impact assessment
CSP	Country Strategic Plan	PIT	Payment Instrument Tracking
DARTS	Data Assurance and Reconciliation Tool Simplified	PSEA	Protection from Sexual Exploitation and Abuse
FDP	Final Distribution Point	RAM	Research, assessment and monitoring
FLA	Field Level Agreement	RBC	Regional Bureau for Middle East, North Africa, Eastern Europe (<i>Updated: Middle East, Northern Africa, and Eastern Europe Regional Office</i>)
FFA	Food assistance for assets	RBN	Regional Bureau for Eastern Africa (<i>Updated: Eastern and Southern Africa Regional Office</i>)
FSP	Financial Service Provider	SCOPE	WFP beneficiary and transfer management platform
FSQ	Food safety and quality	SOP	Standard Operating Procedures
GFA/GFD	General food assistance or General food distribution	SugarCRM	WFP's corporate issue escalation system
GPI	Gender, Protection, & Inclusion	TEC	Technology Division
HCT	Humanitarian Country Team	TPM	Third Party Monitor
HR	Human Resources	VAM	Vulnerability Analysis & Mapping
ICSP	Interim Country Strategic Plan	VB	Vulnerability-based Targeting
ID	Identity	WFP	World Food Programme
IDM	Identity Management	UNHCR	United Nations High Commissioner for Refugees
IDP	Internally displaced persons	UNICEF	United Nations Children's Fund
IPC/CH	Integrated Food Security Phase Classification/Cadre Harmonisé	UNPP	United Nations Partner Portal
LESS	Logistics Execution Support System	UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East