



# Global Assurance Project

## Update & Lessons Learned - 29 May 2025

# Agenda



## I. Introduction

## II. Lessons Learnt & Way Ahead

- a. Targeting & Monitoring
- b. Country Office Perspective : Afghanistan
- c. Cooperating Partner Management & Commodity Management
- d. Country Office Perspective : Ethiopia

## III. Moving Forward – Embedding Assurance

## IV. Q&A



# Overview - Global Assurance Project


**Goal** *To ensure that assistance goes to the right people, always, everywhere*

## Main Components

### Global Assurance Framework

**Standard One**  
WFP consults with and listens to the people it assists and respects their privacy

**Standard Two**  
WFP knows who is being assisted, and at the end of every cycle, who did and did not receive their assistance

**Standard Three**  
WFP knows that its in-kind assistance is safe and where it is – from origin to distribution

**Standard Four**  
WFP maintains operational independence

**Minimum Assurance Measures**

✓ Establish and maintain segregation of roles and duties

✓ Use evidence to decide who needs assistance the most

✓ Whenever possible and safe avoid group distributions

✓ Distributions/transfers reconciled immediately following each cycle

✓ Implement programme monitoring

✓ Diligent and transparent selection process

✓ Affected communities consulted and preferences considered

✓ Meaningful 2-way communication in place to address people's feedback and concern

Accountability

DED & COO

AED POD

Functional Directors & CIO

RDs

CDs

### Enhancements in Focus Areas

Targeting

Monitoring & Community Feedback Mechanisms

Identity Management

Cooperating Partner Management

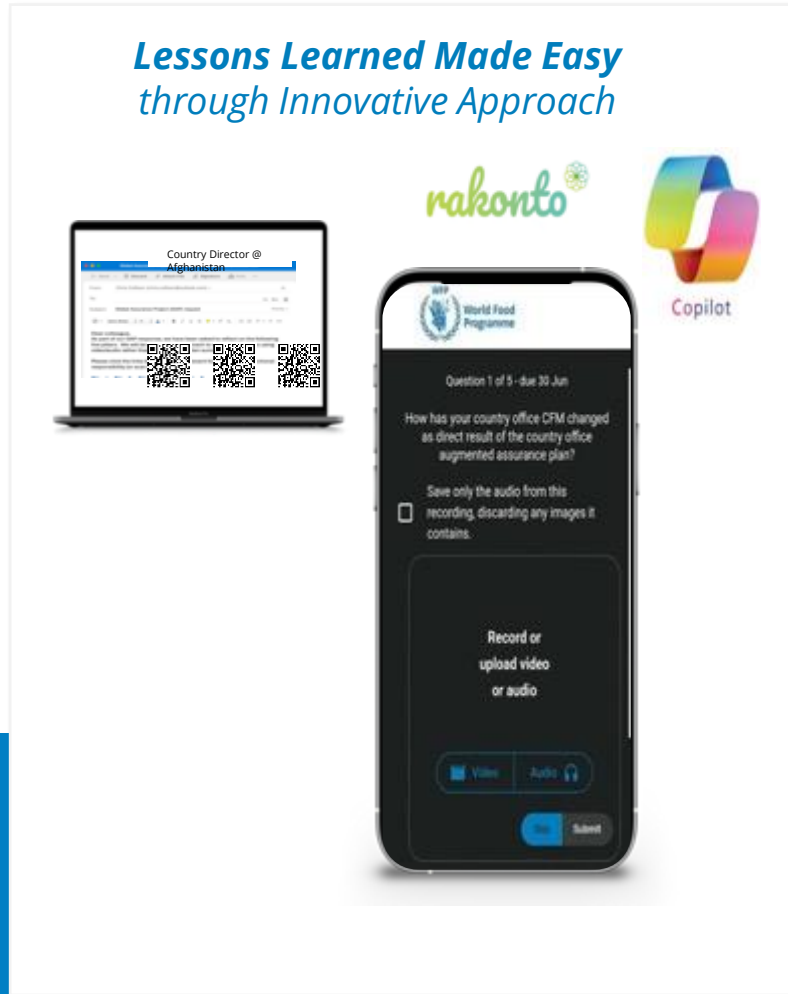
Commodity Management

Cross-cutting Workstreams: Digital Solutions and Risk Management

### Country Office Augmented Assurance Plans



# Approach to Lessons Learned



**30** Country Offices

**34** Guiding questions

**280** Respondents

**6** Functional-led workshops

**5** Functional areas

**4** Languages

**1200** Responses

**60+** Average workshop attendance

- ➔ Capturing invaluable insights and experiences — enhancing decision-making, accountability, and continuous learning
- ➔ Shaping the way ahead to implement functional responsibilities under the Global Office's Management Accountability Framework



# Targeting, Monitoring & Community Feedback Mechanism

GAP Update & Lessons Learned

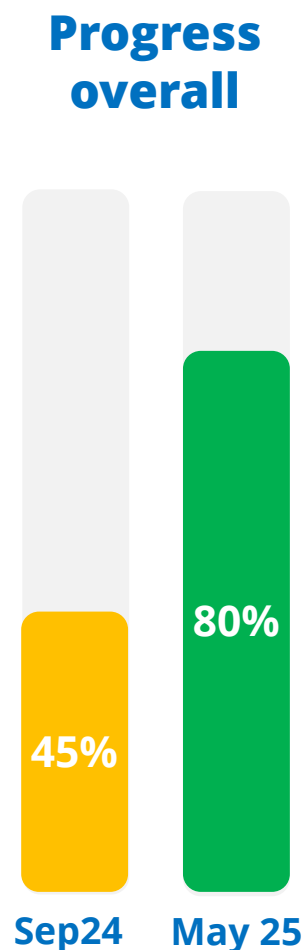


World Food Programme

SAVING  
LIVES  
CHANGING  
LIVES



# Before vs. After GAP Targeting Benchmarks



- 1 Targeting Approach Well Justified & Documented**
- 2 Sufficient WFP & Partner Capacity Ensured & Maintained**
- 3 Targeting-related Risks Accounted For / Tackled**
- 4 Governance Structure Established & Documented**

Before	After
<ul style="list-style-type: none"><li>Evidence not used systematically with limited community engagement</li><li>Mechanisms to monitor &amp; verify eligibility/targeting errors (<b>45%</b>)</li></ul>	<ul style="list-style-type: none"><li>Evidenced used systematically with high levels of community engagement (<b>&gt;90%</b>)</li><li>Mechanisms to monitor &amp; verify eligibility/targeting errors (<b>75%</b>)</li></ul>
<ul style="list-style-type: none"><li>COs had sufficient resources (<b>~40%</b>)</li></ul>	<ul style="list-style-type: none"><li>COs with sufficient resources (<b>80%</b>)</li></ul>
<ul style="list-style-type: none"><li>COs monitor targeting risks (<b>~60%</b>)</li></ul>	<ul style="list-style-type: none"><li>COs monitor targeting risks (<b>85%</b>)</li></ul>
<ul style="list-style-type: none"><li>COs with a targeting governance structure (<b>30%</b>)</li><li>COs looking into external influence on targeting (<b>20%</b>)</li></ul>	<ul style="list-style-type: none"><li>COs with a targeting governance structure (<b>70%</b>)</li><li>COs looking into external influence on targeting (<b>60%</b>)</li></ul>

# Lessons Learnt – Targeting Assurance

## BENEFITS

- ✓ Greater focus on documenting resulting in increased accountability, transparency and quality
- ✓ Greater community engagement resulting in more effective targeting & prioritization on-ground
- ✓ Improved digitalization resulting in more transparency, efficiency, trust & accuracy

## CHALLENGES

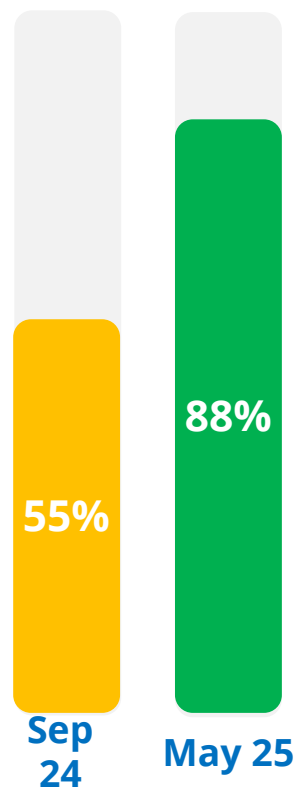
- ❖ Establishing improved & expanded targeting systems is resource intensive
- ❖ Limited number of partners with capacity to support the targeting process
- ❖ Adapting digital corporate solutions to country specific targeting needs often proves challenging

## Strategic Mainstreaming Actions

- Assess & compare the cost-efficiency of targeting methods
- Invest in capacity building of local partners & networks, in line with the localization agenda
- Invest in the digital integration of targeting, registration & delivery systems - together with key stakeholders
- Continue the development of a geographic targeting platform (GeoTar) together with IBM

# Before vs. After GAP Monitoring Benchmarks

## Progress overall



- 1 **Structure & Resources**
- 2 **Consistent Monitoring**
- 3 **Multi-layered Monitoring**
- 4 **Monitoring & Community Feedback Mechanism (CFM) Integration**
- 5 **Escalation & Response**

Before	After
<ul style="list-style-type: none"><li>Monitoring function not prioritized or adequately funded <b>(53%*)</b></li></ul>	<ul style="list-style-type: none"><li>Monitoring prioritized with costed workplans, dedicated monitoring budget lines, &amp; AME tool <b>(88%)</b></li></ul>
<ul style="list-style-type: none"><li>Unclear status of monitoring against MMRs <b>(47%)</b></li></ul>	<ul style="list-style-type: none"><li>Baseline status in alignment with MMRs <b>(87%)</b></li></ul>
<ul style="list-style-type: none"><li>Monitoring data collection mostly face-to-face <b>(68%)</b></li></ul>	<ul style="list-style-type: none"><li>Multi-layered monitoring implemented for data collection <b>(95%)</b> <i>TPM used in most high-risk COs</i> <i>Remote monitoring in 10 COs</i></li></ul>
<ul style="list-style-type: none"><li>COs have an operational CFM <b>(32%)</b></li></ul>	<ul style="list-style-type: none"><li>COs have an operational CFM <b>(83%)</b></li></ul>
<ul style="list-style-type: none"><li>No standardized process monitoring issue escalation protocols in place <b>(48%)</b></li></ul>	<ul style="list-style-type: none"><li>Guidance &amp; SOPs on issue escalation &amp; case management system in place <b>(78%)</b></li></ul>

*\*Note: GAP Monitoring Benchmark percentages refer to the percentage of COs reporting completion of the standard.*



# Lessons Learnt – Monitoring

## BENEFITS

- ✓ Earlier risk detection & timely programme adjustments
- ✓ Increased integration of monitoring, community feedback mechanisms & escalation system/tools resulting in stronger accountability & traceability
- ✓ Structured feedback processes resulting in more inclusive, & trusted programming
- ✓ Mindset change: using monitoring as a management tool, not just a reporting mechanism

## CHALLENGES

- ❖ Limited field capacity & staff retention resulting in reduced monitoring coverage & data quality
- ❖ Fragmented digital systems resulting in weak triangulation & delayed decision-making
- ❖ Unclear roles & follow-up mechanisms resulting in limited ownership & gaps in decision traceability

## Strategic Mainstreaming Actions

- Embed monitoring standards into daily operations to ensure consistent & sustainable assurance practices
- Reframe assurance & oversight as a supportive & strategic function that drives adoption & accountability
- Translate guidance into scalable tools & systems for implementation across diverse contexts & size of operations
- Accelerate system integration & foster sustainable functionality by building on GAP's investments

# Moving Forward - Targeting & Monitoring

## Field Presence

- Operationalize targeting & monitoring standards; implement and regularly update action plans in line with benchmarks; proactively address risks linked to design and delivery.

## Assurance & CO Support Prioritization

- Provide hands-on technical backstopping to COs & monitor implementation.
- Guide & support COs to implement assurance frameworks

## Financial Sustainability

- Provide affordable options for lower & medium-risk country offices.
- Mobilize sufficient resources, leveraging the GAP investment, in order to maintain robust systems.



IDENTITY MANAGEMENT

COMMUNITY  
FEEDBACK  
MECHANISM

MONITORING

TARGETING &  
PRIORITIZATION

Global  
Assurance  
Plan

SUPPLY CHAIN /  
COMMODITY  
MANAGEMENT

COOPERATING  
PARTNERSHIP  
MANAGEMENT



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LIVES

# CO PERSPECTIVE WFP AFGHANISTAN





# Targeting, Verification, and Beneficiary Selection

## BEFORE



Necessity for **enhanced oversight** in targeting process



The targeting process required a fully **digitized system** to enhance efficiency



Necessity for enhanced oversight of **inclusion and exclusion errors**



The **utilization of targeting data** can be further refined to support future targeting

## AFTER



Enhanced and refined **targeting methodology and oversight**



Digital solution for targeting facilitating **end-to-end beneficiary verification**



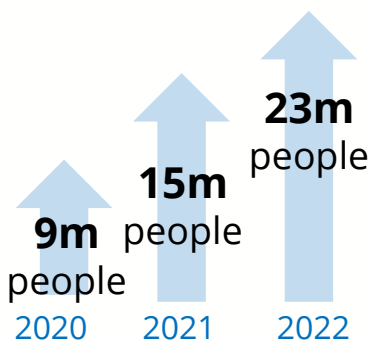
**Stronger oversight & verification** for immediate follow-up



**More accurate prioritization and proactive engagement** with stakeholders



**Massive scale-up after August 2021**





# Monitoring

## BEFORE



**Post August 2021  
Operational  
Scale-up**

**>12,000  
sites**



**5,000  
sites**

**Massive  
Increase  
in Activity  
Sites**

**~500**

**TPM staff**



**150**

**TPM staff**

**Expansion  
of Third-  
Party  
Monitoring**



Enhance oversight of Third-Party Monitors to mitigate risk and maintain quality assurance standards



Monitoring to be optimized by integrating additional sources to enhance programmatic risk mitigation efforts



Separated CFM & process monitoring issue escalation, analysis & reporting



Ineffective utilization of collected data for programmatic risk mitigation

## AFTER



Enhanced management & oversight of Third-Party Monitors



In-house digital solutions for monitoring deployment as per minimum monitoring requirements



Joint CFM and monitoring analysis, leading to better programmatic risk identification and mitigation



Increased in risk-based monitoring



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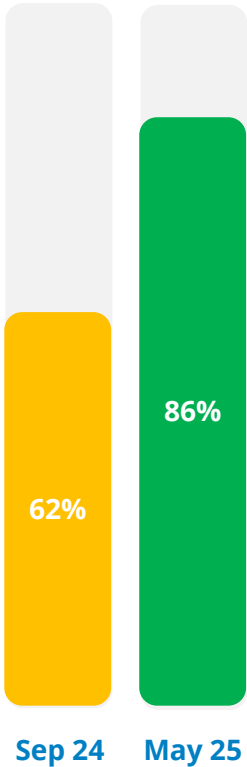
# Identity, Cooperating Partner & Commodity Management

## GAP Update & Lessons Learned



# Before vs. After: Cooperating Partner (CP) Management Benchmarks

## Progress Overall

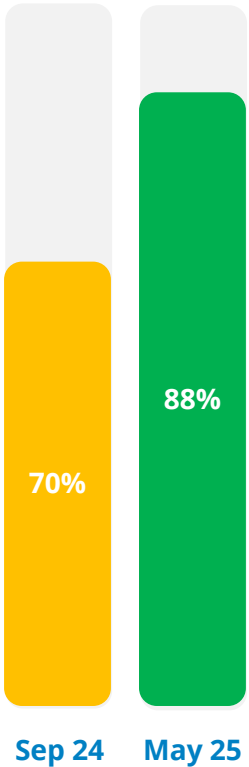


- 1 **Effective CP management structures, capacities & SOPs**
- 2 **Comprehensive onboarding/induction training**
- 3 **Roles & responsibilities**
- 4 **Efficient & digitized CP selection & engagement**
- 5 **CP landscape & the CPs operational, institutional & financial capacity assessed**
- 6 **Regular spot checks of CP performance**

Before	After
<ul style="list-style-type: none"><li>• Fragmented CP management &amp; inconsistent SOPs</li></ul>	<ul style="list-style-type: none"><li>• Standardized SOPs &amp; structured CP management guidance ensure effective CO CP management</li></ul>
<ul style="list-style-type: none"><li>• CP training ad hoc &amp; limited</li></ul>	<ul style="list-style-type: none"><li>• Standardized onboarding training including mandatory AFAC &amp; PSEA</li></ul>
<ul style="list-style-type: none"><li>• Ambiguity in Field-Level Agreements (FLAs) weakened accountability</li></ul>	<ul style="list-style-type: none"><li>• FLAs standardized with detailed plans of operations &amp; clear roles/responsibilities</li></ul>
<ul style="list-style-type: none"><li>• CPs selected or engaged manually with limited transparency</li></ul>	<ul style="list-style-type: none"><li>• Digitized partner engagement - UN Partner Portal &amp; Partner Connect - standardized increasing transparency</li></ul>
<ul style="list-style-type: none"><li>• Inconsistent CP assessments &amp; incomplete risk mitigation plans</li></ul>	<ul style="list-style-type: none"><li>• CP capacity assessments regularized</li><li>• Continuous monitoring enhanced risk management</li></ul>
<ul style="list-style-type: none"><li>• Infrequent spot checks &amp; provision of feedback to CPs</li></ul>	<ul style="list-style-type: none"><li>• Spot checks x-functional &amp; regularized</li><li>• CP improvement plans standardized</li></ul>

# Before vs. After: Commodity Management Benchmarks

## Progress Overall



- 1 Ensuring **checks of physical stocks and reconciliation** with systems information
- 2 Confirming **delivery of food by CPs** in a timely manner
- 3 Innovating **the tracking and tracing of commodities** end-to-end across supply chains
- 4 Ensuring **supply chain network designs** reflect evolving operational contexts

Before	After
<ul style="list-style-type: none"><li>Stack checks were regularized but as a longstanding practice required independent verification</li></ul>	<ul style="list-style-type: none"><li>3<sup>rd</sup> party verified minimum discrepancies (82% no discrepancy)</li><li>All recommendations implemented</li></ul>
<ul style="list-style-type: none"><li>LESS Last Mile Solution roll out limited and tracking to CPs delayed</li></ul>	<ul style="list-style-type: none"><li>Roll out completed in all applicable HRCOs (27). Near real time delivery confirmation implemented</li></ul>
<ul style="list-style-type: none"><li>In-kind delivery tracking relied on multiple systems with incomplete digitalization.</li></ul>	<ul style="list-style-type: none"><li>Significant progress includes new tools, QR coded stack cards, &amp; growing traceability roadmap with 18 Track &amp; Trace deliverables underway for full supply chain &amp; identity coverage in 2025.</li></ul>
<ul style="list-style-type: none"><li>Supply chain networks designed based on operational contexts, with need to reaffirm agility, cost-efficiency &amp; assurance</li></ul>	<ul style="list-style-type: none"><li>Network assessments completed &amp; recommendations implemented</li></ul>

# Lessons Learnt: Cooperating Partner Management

## Benefits

### **Risk Management & Compliance:**

- *Enhanced assurance & accountability* through strengthened due diligence & risk management practices
- *Improved consistency & clarity* in operations via clearly defined roles & responsibilities in updated SOPs

### **Digital Tools & Innovation:**

- *Greater transparency & fairness* in partner selection & compliance through use of Partner Connect & the UN Partner Portal
- *Increased efficiency & data reliability* through digitization a& streamlined processes

### **Capacity Strengthening & Performance Monitoring:**

- *Stronger partner capability & alignment* with WFP standards through standardized onboarding training
- *Proactive performance improvement thru* X-functional spot checks & structured performance reviews

## Challenges

### **Prioritization of CP Management Across WFP:**

- *Resource constraints (staff and financial)*
- *Competing priorities e.g. immediate needs vs performance reviews*

### **Gaps in CP Monitoring and Oversight:**

- *Ensuring consistent risk analysis* during CP selection processes
- *Ensuring increased partner awareness* of WFP's standards, requirements, and compliance expectations

### **Operational Risk Factors:**

- *Challenging environments* marked by security issues and access constraints impacting all phases of CP management

## Strategic Mainstreaming Actions & Way Forward

- **Accelerating consistent CP management** across all COs with the NGO CP Roadmap (2024–2026)
- **Strengthening risk mitigation & accountability** by enforcing CP assurance standards organization-wide
- **Improving alignment with organizational risk frameworks** by integrating CP oversight into key reporting & risk register processes
- **Enhancing performance monitoring & transparency** through systematic use of assurance KPIs



# Lessons Learnt: Commodity Management

## Benefits

- **Validated accuracy of current WFP warehouse management**
- **Embedded an assurance mindset across Supply Chain operations**, enabling proactive reviews of network designs that identified cost-saving opportunities
- **Demonstrated that assurance enhances efficiency**, showing how strong controls can directly support broader operational goals
- **Improved operational coherence**, by integrating delivery tracking with commodity management systems, enhancing end-to-end visibility & control

## Challenges

- **Securing sufficient funding, materials & staff** to fully support the project without delays or shortages
- **Tracking progress efficiently** while minimizing duplicate reporting by using existing data effectively
- **Deciding which activities offer the best value**, can be scaled & will deliver the greatest impact
- **Ensuring smooth logistics** during the SCOPE In-kind rollout

## Strategic Mainstreaming Actions & Way Forward

- **Advancing real-time visibility / fleet optimization** - by continued rollout of Fleet Finder
- **Enabling end-to-end commodity traceability** - by progressing the Track & Trace project
- **Improving transport oversight & efficiency** - by expanding the coverage & functionality of the Transporter Agreement tool
- **Embedding practical application of controls** - by further socializing the Logistics Manual & integrating case studies
- **Enhancing supply chain decision-making** - by continued rollout of Prisma
- **Driving smarter procurement choices** - by scaling up Smart-Sourcing implementation
- **Strengthening contextual assurance** - by supporting & expanding CO-led, tailored assurance activities

**IDENTITY MANAGEMENT**

**SUPPLY CHAIN /  
COMMODITY  
MANAGEMENT**

**COOPERATING  
PARTNERSHIP  
MANAGEMENT**

**COMMUNITY  
FEEDBACK  
MECHANISM**

**Global  
Assurance  
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**MONITORING**

**TARGETING &  
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LIVES



# CO PERSPECTIVE **WFP Ethiopia**



# IDENTITY MANAGEMENT (IDM)

## BEFORE

Paper-based / Manual Beneficiary Data:  
Registration & Distribution



**WFP did not always receive timely & accurate distribution reports from partners.**

## AFTER

Digital Registration & Verifications



Biometric Registration:  
Fingerprint



Unique Identifiers &  
Ration Cards



SCOPE In-Kind: near to real-time distribution reporting



**Outcome:** WFP knows who is being assisted!



## BEFORE

- Activities carried out primarily through government entities.
- Limited capacity assessments
- Less emphasis on capacity building
- Limited digital tools for CPM

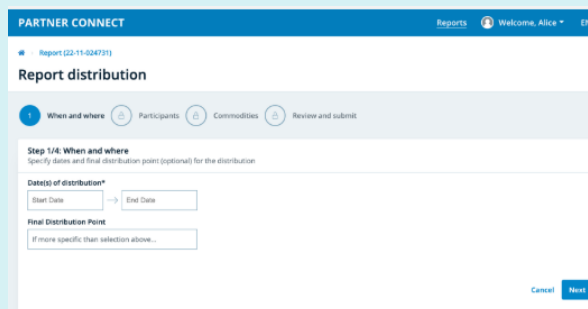
## AFTER

### Engaged NGO Partners & Strengthened Oversight



- Due diligence processes
- Ensured compliance with WFP policies.
- Provision of feedback.
- Capacity building via standardized inductions & on-the-job training

### Partner Connect: Reporting & Monitoring



The screenshot shows the 'PARTNER CONNECT' interface. At the top, there's a navigation bar with 'Reports' and 'Welcome, Alice'. Below it, a breadcrumb trail shows 'Report (22-11-024731)'. The main heading is 'Report distribution'. There are four tabs: 'When and where' (selected), 'Participants', 'Commodities', and 'Review and submit'. Under the 'When and where' tab, it says 'Step 1/4: When and where' and 'Specify dates and final distribution point (optional) for the distribution'. There's a 'Details of distribution\*' section with 'Start Date' and 'End Date' input fields. Below that is a 'Final Distribution Point' section with a text input field and a note 'If more specific than selection above...'. At the bottom right are 'Cancel' and 'Next' buttons.

- Real-time distribution reporting module
  - Timely & accurate data collection
- => increased effectiveness



**Outcome:** WFP effectively maintains operational independence.



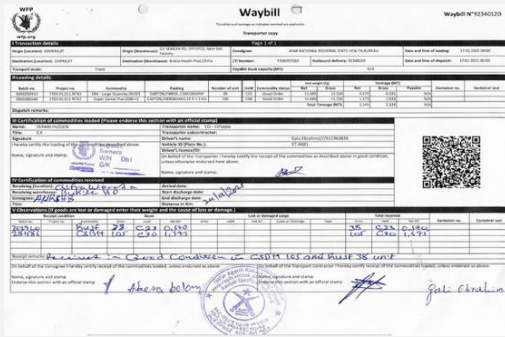


# SUPPLY CHAIN / COMMODITY MANAGEMENT

## BEFORE

**No GPS on Commercial Trucks:** WFP provided portable GPS devices, but these were not sufficient to track all commercial trucks.

**Manual Processes:** Confirmation of food deliveries was done on paper and was not real-time.



## AFTER

**Real-time tracking:** Fleet Finder using GPS & WFP data.



**Track and Trace:** pilot to enhance end-to-end commodity tracking from storage to distribution.



**LESS Last Mile:** Ensures near real-time food receipt at FDPs.

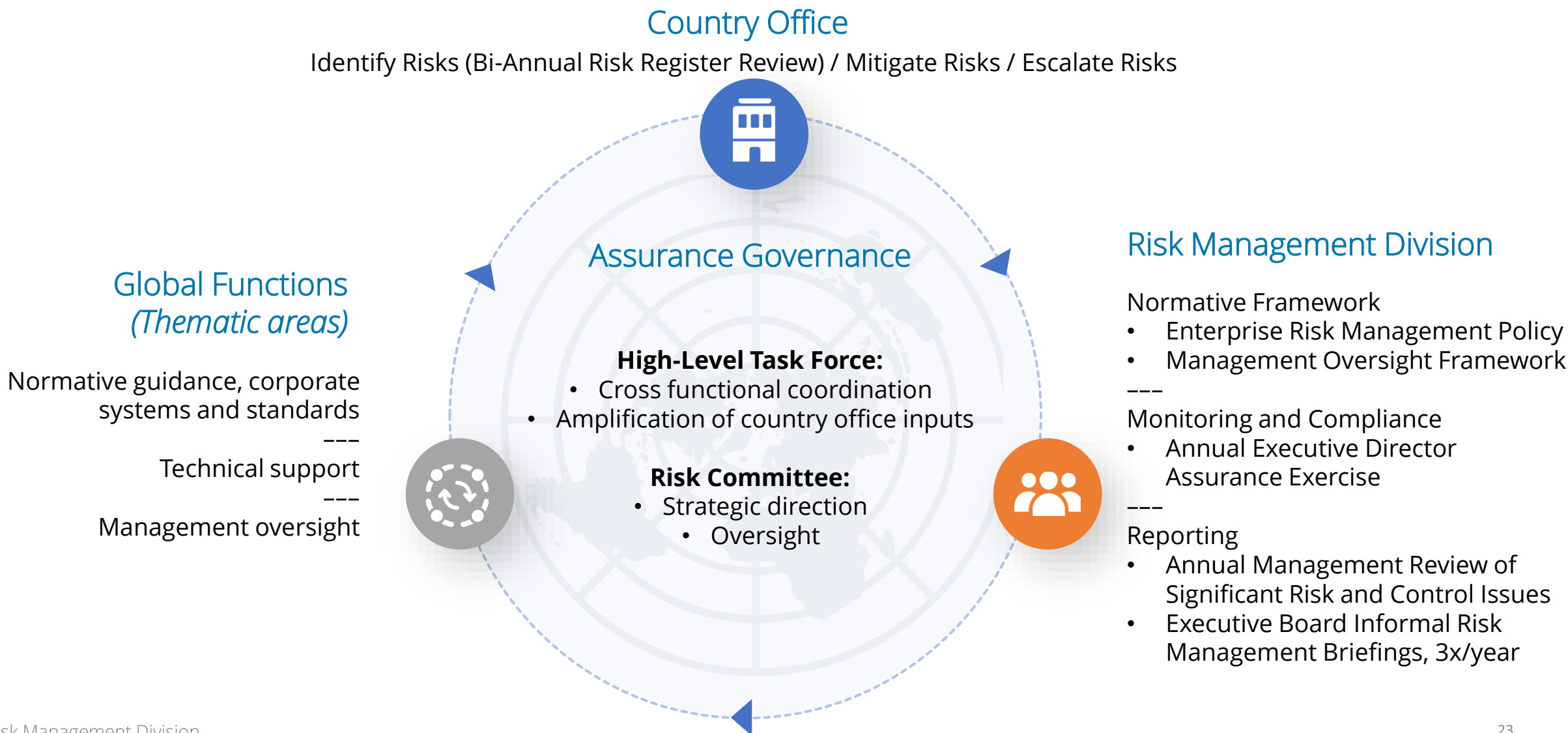


**Bag Marking Solution:** Enhances food traceability by printing WFP system-generated details on bags and cartons.



**Outcome:** WFP knows where its food is at all times.

# Embedding Assurance into Risk Management Lifecycle



**Q&A**



# Thank You

