



Risk Management Division

**Annual Session of the WFP Executive Board**  
Item 7 d) Management Review of Significant Risk and Control Issues, 2024

June 2025



World Food Programme

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# Management Review of Significant Risk and Control Issues, 2024

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

- Enhancements to the 2024 Executive Director's Assurance Exercise included:
- Launched **one month earlier** compared to previous years, in response to feedback from participants, in order to alleviate the end-of-year reporting burden.
  - Further integration of the **Global Assurance Framework** standards and minimum measures in close consultation with HQ functions.
  - **Critical gaps addressed**, on topics such as security, humanitarian access, monitoring of government assistance, protection & accountability, incident escalation, partnerships & resourcing, and reputational risk.

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

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

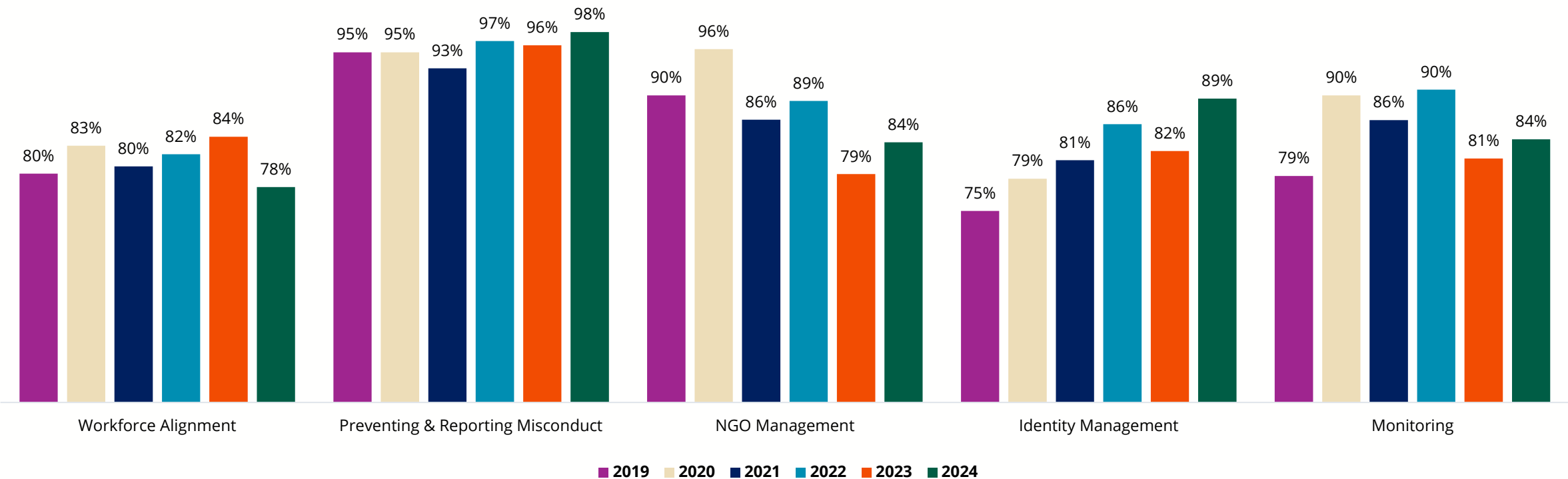
# 2024 Management Review: Global trends across all country offices (CO) and regional bureaux (2019-2024)

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

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

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

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



# 2024 Management Review: Material events

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

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

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