

Management Response | 2024 MOPAN Assessment of the World Food Programme

Challenges Identified	Management response	Actions	Deadline per action
1. WFP needs to maintain its access to vulnerable beneficiaries.	Maintaining access to vulnerable populations, and their access to WFP, is central to WFP's humanitarian action. Specific measures to strengthen this include additional guidance to COs on the humanitarian principles, support and capacity building on humanitarian negotiation, conflict sensitivity, humanitarian-military interactions, targeting and prioritization. In addition, WFP recently launched a humanitarian diplomacy function, led by the Office of the DED & COO, for strategic engagement on access issues, in support of Country Offices and Regional Bureaux.	1) Guidance on operationalizing humanitarian principles	April 2025
		2) Corporate Directive on the use of Armed Escorts	June 2025
		3) Guidance note on Targeting in Sudden-Onset/Complex Emergencies	July 2025
2. WFP must protect its reputation.	Management recognizes that risk is prevalent everywhere, including risk for aid diversion, and cannot be eliminated. Management is working to continuously improve risk management and strengthen the quality of operations thereby improving safeguarding and protecting its reputation. One example is the launch of the WFP reassurance action plan , which reinforces new global assurance standards which strengthen self-assessed assurance on reputational and other risks.	1) Update 2018 Enterprise Risk Management Policy and the 2018 Oversight Framework to a holistic accountability and oversight framework	November 2025
		2) Initiate risk management updates at each Executive Board meeting to enable regular, frank discussions on risk appetite especially in high-risk operations. These can include updates on the global assurance efforts.	From January 2025
		3) Incorporate escalation of risks/reporting to Member States/donors in Risk Management Lifecycle risk response decision tree	December 2024
3. WFP needs to clarify and communicate its mandate in the context of reduced resources.	WFP reaffirms its commitment to the saving lives and changing lives agenda, the crucial role the organization plays in emergency contexts, and the importance of investing in resilience and solutions which reduce humanitarian needs over time. In a context of high needs and restricted funding, WFP must focus on areas where it can make the greatest difference and implement a targeted programmatic approach, with investments aimed at maximizing our current and future impact. The development of WFP's strategic Plan 2025-2029 will ensure relevant stakeholders remain engaged such that WFP fulfils its mandate.	1) To support WFP's strategic positioning under the next Strategic Plan, an external partner will conduct a stakeholder mapping exercise and draft a paper on WFP's comparative advantages.	November 2025
		2) Finalize new policies for Climate, Resilience and School Meals respectively.	November 2024

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4. Relationships between WFP and its member states and donors need to be improved.	WFP is actively seeking new financial and technical resources while maintaining current funding levels through a new Resource Mobilization Strategy. WFP is working to enhance member state relations and address concerns about identity management, targeting, and risk management including aid diversion. Protecting the relationship with its major donors is a key priority of WFP's current restructuring process. WFP maintains a strong presence in major donor capitals which enables targeted advocacy to address concerns and improve communication, and ensure capacity at the right levels.	1) WFP development and launch of Resource Mobilization Strategy; the new strategy will also inform the upcoming WFP Strategic Plan.	November 2025
		2) Please see action 2 of challenge 2-WFP must protect its reputation.	From Jan 2025
		3) WFP will develop communication protocols/ standard operating procedures for donor communication on new and escalating crises	February 2025
5. WFP needs to continue to address staff contract issues and incentives.	WFP is committed to a diverse, skilled, and high-performing workforce, selected on merit and working in an inclusive environment. Efforts are ongoing to apply appropriate contract modalities and offer competitive employment conditions to attract top talent. WFP listens to employee perspectives to address concerns, especially during significant organizational changes. Promoting awareness of expected workplace behaviours and implementing a corporate diversity, equity, and inclusion (DEI) approach are crucial for a healthy, respectful workplace. These initiatives support WFP's mission to save and change lives in partnership with others.	1) Complete the full transition to the WFP Staffing Framework, ensuring that employees are engaged on the right contractual modalities based on the functions/roles that need to be performed.	December 2025
		2) Conduct a global pulse check survey with all employees.	November 2024
		3) Develop and launch a global engagement initiative for all employees on behaviors expected in the workplace, in line with the Policy on Prevention and Response to Abusive Conduct.	September 2025
		4) Develop an organization-wide diversity, equity, and inclusion (DEI) strategy and framework for all WFP employees including, among other diversity dimensions, an anti-racism action plan.	June 2025
6. WFP needs to improve communication between senior leadership and staff.	WFP has established a structure to manage change and engage employees, especially in Country Offices (COs), under the Executive Director's (ED) direction. The AED WM leads this effort, supported by a dedicated Change Management and Engagement office and a committee with organization-wide representation. With fewer resources and more people in need, WFP focuses on its comparative advantages, leveraging partners' expertise and innovations to implement efficient, high-quality programs tailored to local contexts. This approach aims to empower employees to adapt to and benefit from change.	1) Improved senior leadership communication. Implement a Change Management and Engagement plan that increases leadership visibility, establishes regular communication channels, encourages open dialogue at all levels, and fosters collaboration.	December 2026
		2) Communicating WFP's continuation with both "saving lives" and "changing lives" The Change Management and Engagement initiative will ensure employee engagement in relation to the 'changing lives' approach.	November 2025
		3) Document Lessons An accountability of the established Change Management and Engagement office will be to facilitate the consolidation of lessons learned from change initiatives to inform future initiatives.	March 2025

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7. WFP needs to integrate its IT systems.	WFP is addressing its fragmented digital landscape by implementing an Enterprise Architecture (EA) to align business capabilities with technologies. The Technology Division (TEC) is streamlining IT systems and optimizing solutions. The WFP Global Data Strategy (2024-2026) aims to improve interoperability through a robust Data Architecture. TEC is also strengthening IT governance by aligning roles with industry standards and prioritizing investments. Despite resource challenges, initial investments are planned for 2025, with ongoing efforts to secure further funding to comprehensively address these issues. Resource constraints may cause delays in addressing this complex challenge.	1) Enterprise architecture rationalization analysis completed, including the review of the IT landscape and WFP-wide business capability model.	December 2025
		2) WFP Global Data Strategy 2024-2026 is implemented	December 2026
		3) Issue two foundational normative instruments: authority of CIO and IT Function and IT solutions governance and management.	June 2025
8. WFP needs to give greater attention to learning, results reporting and knowledge management.	WFP is fully committed to learning, results reporting and knowledge management. WFP measures its CSP results at output and outcome levels through Annual Country Reports (ACR) and the global Annual Performance Report (APR). For impact-level results, WFP conducts evaluations reported in public evaluation reports and the Annual Evaluation Report. The new Corporate Results Framework (2026-2030) will aim to strengthen measurement and reporting. Knowledge Management (KM) efforts include a revised KM Strategy and an AI-enhanced discovery tool. Communities of Practice (CoPs) promote cross-regional learning. WFP seeks detailed findings from the MOPAN Secretariat for targeted action.	1) Develop the CRF (2026-2029) with a view to enhancing the relevance of its output and outcome results.	November 2025
		2) Conduct a review of WFP's existing Communities of Practice (CoPs).	November 2024
		3) Socialize and begin implementation of the revised Knowledge Management Strategy.	Q1 2025
9. WFP needs to do more to address severe financial challenges.	WFP is developing methodologies for cost-efficiency analysis at the country level. Targeting ensures that those with greater needs or vulnerabilities receive assistance, especially when resources are limited. Given funding gaps, Country Offices (COs) are encouraged to revise their plans to align with their delivery capacity and consider other actors' resources. This approach aims to enhance the quality of WFP's assistance by focusing on credible and prioritized humanitarian plans.	1) Cost-efficiency Analysis guidance and resources shared with Country Offices.	March 2025
		2) Issue updated guidance on targeting to reflect prioritisation steps and methodologies to support financial challenges.	March 2025
		3) Develop "Calibration Guidelines" to help COs develop plans based on strong needs assessments, collective assistance, WFP's operational potential in country, and expected resources.	November 2024
		4) Develop a Resource Mobilization plan (see action 1 of challenge 4) with focus on expansion and diversification of financing sources.	November 2025
10. WFP needs to further strengthen its implementation in the areas of protection from sexual exploitation and	WFP is enhancing capacity-building at the country office level by establishing a PSEA Taskforce to develop and implement a comprehensive roadmap. The Ethics Office is creating the PSEA	1) Issue an Ethics Office PSEA Strategy for 2024-2027 and advance the "Results Framework," to operationalize a victim-centered approach in preventing and responding to SH.	December 2024

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abuse and sexual harassment, and cross-cutting issues.	Strategy for 2024-2027 to provide global guidance. WFP is committed to a victim-centered approach, revamping “Speak Up for Sexual Misconduct” sessions, and leading inter-agency efforts on PSEAH. Additionally, WFP supports country offices in engaging with partners on SEA through the UN PSEA capacity assessment rollout. These initiatives aim to strengthen PSEA policy implementation and support across WFP operations.	2) Development of a victim-centered approach guidance for COs and revamp and roll out of training on sexual misconduct.	December 2024 and December 2025, respectively
		3) Advancing the roll out of United Nations implementing partners PSEA capacity assessment.	December 2025
		4) Strengthened commitment to Gender and Protection & Accountability Policy implementation through the roll out of tools designed to ensure that country strategic plans are informed by people-centered analyses, articulate gender, protection and inclusion objectives, and provide adequate financial resources to accomplish goals.	December 2025