

# Internal Audit of WFP Operations in Niger

Office of the Inspector General  
Internal Audit Report AR/14/02



**World Food Programme**

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# Internal Audit of WFP Operation in Niger (Sahel and Mali Emergencies)

## I. Executive Summary

### Introduction

1. As part of its annual work plan for 2013, the Office of Internal Audit conducted an audit of WFP Operations in Niger as part of the audit of Sahel and Mali emergencies. The World Food Programme's (WFP) Direct Expenses in Niger in 2012 totalled in US\$ 227.6 million<sup>1</sup>, representing 8.5% of WFP's total Direct Expenses for the year. The audit in Niger covered the activities from 1 January 2012 to 30 June 2013 and included field visits to various locations in Niger.

2. The audit was carried out in accordance with the Institute of Internal Auditors' International Standards for the Professional Practice of Internal Auditing.

### Audit Conclusions

3. Based on the results of the audit, the Office of Internal audit has come to an overall conclusion of **partially satisfactory**<sup>2</sup>. Conclusions are summarized in Table 1 by internal control components:

**Table 1: Summary of conclusions by Internal Control Components**

Internal Control Component	Conclusion	
1. Internal environment	Medium	
2. Risk assessment	Low	
3. Control activities	High	
4. Information and communication	Medium	
5. Monitoring	Medium	

### Key Results of the Audit

#### Positive practices and initiatives

4. A number of positive practices and initiatives were noted during the audit, among them a strategic partnership with the local University in order to recruit properly qualified local staff, coordinating efforts to reduce travel costs, efficient use of the Forward Purchase Facility; close cooperation with the Government of Niger, very good coordination with the escort services of the

<sup>1</sup> WFP/EB.A/2013/4 – Annual Performance Report for 2012 – page 28.

<sup>2</sup> See Annex A for definitions of audit terms.

Gendarmerie Nationale, and a very good monitoring system in place. All of these practices and initiatives were identified as strengthening WFP's capability to respond to the Sahel and Mali Emergencies in Niger Country Office.

### **Audit recommendations**

5. The audit report contains one high-risk and nine medium-risk recommendations. The high-risk observation was as follows:

6. **Controls over Cash and Vouchers distributions:** WFP Niger manages one of WFP's largest cash operations. In the absence of a fully rolled out corporate tool for managing Cash and Vouchers modality, the Country Office maintained all records in excel files, which are inherently subject to errors or manipulation. Although WFP Financial Regulations define control procedures, the minimum monthly reconciliations of the dedicated bank accounts for managing cash and vouchers were not performed. We recommend that, while waiting for the rollout of corporate tools for managing Cash and Vouchers operations, the Country Office should implement controls over the integrity of data and security of spread-sheets as well as ensure compliance with relevant corporate guidelines.

### **Management response**

7. Management accepted all the recommendations and reported that they are in the process of implementing them.<sup>3</sup>

8. The Office of Internal Audit would like to thank managers and staff for their assistance and cooperation during the audit.



**David Johnson**  
Inspector General

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<sup>3</sup> Implementation of the recommendations will be verified through the office of Internal Audit's (OIGA) standard system for monitoring of implementation of audit recommendations.

## II. Context and Scope

### Niger

9. Niger is a landlocked, least-developed, low-income, food deficit country in the Sahara-Sahel belt with a population of over 16 million. Niger ranks last on the 2013 Human Development Index (186 of 186 countries), and life expectancy at birth is 55 years. The fertility rate is among the highest in the world, at 7.6 births per woman, and the maternal mortality ratio is 590 per 100,000 live births.

10. Niger faces two main challenges in guaranteeing food security and sufficient incomes: i) population growth is among the highest in the world at 3.9 per cent per year, with an average fertility rate of seven births per woman<sup>4</sup>; and ii) the economy, dominated by subsistence agriculture and animal husbandry, depends on erratic rainfall and seriously degraded land.

11. The 2012 Sahel Emergency is the third drought emergency affecting the region in the last ten years. In 2005 the drought affected only Niger, in 2010 Niger and Chad were affected, and in 2012 it had impact on eight countries: Niger, Chad, Mali, Mauritania, Burkina Faso, Cameroon, Senegal and the Gambia.

12. The Mali crisis started at the beginning of 2012 with fighting in the country that led to a large number of internally displaced people within Mali, and large numbers of refugees in the neighbouring countries, including Mauritania, Niger and Burkina Faso. Countries initially responded through existing or new emergency projects at country office level. In June 2012, WFP decided to organise the response through a regional EMOP covering Mali, Mauritania, Niger and Burkina Faso, in order to help and improve coordination. Security is a concern in Mali, and greater sub-region.

### WFP Operations in Niger

13. WFP provided food and nutrition assistance to vulnerable populations in Niger through three frameworks, including a country programme, PRRO and EMOP. These projects were supported by the United Nations Humanitarian Air Service (UNHAS), providing access to remote areas.

14. The audit focused on the programmes related to the Sahel emergency.
- The Protracted Relief and Rescue Operation (200051): WFP responded to the severe food and nutrition crisis in 2012 through an early intervention to stabilize livelihoods, protect assets, as well as treat and prevent acute malnutrition. WFP supported food and cash for assets activities while year round targeted supplementary feeding assisted the children 6-59 months with moderate acute malnutrition and malnourished pregnant and lactating women. For this project, funding as of 16 October 2013 was US\$232 million with 4,172,000 beneficiaries<sup>5</sup>;
  - Regional Emergency Operation (200438): WFP also launched an emergency operation to provide life-saving food and cash transfers to severely food-insecure households. In addition, blanket supplementary feeding was provided to lactating women and children aged 6-23 months to stabilize and prevent acute malnutrition. WFP provided assistance

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<sup>4</sup> United Nations Development Programme. 2010. *Human Development Report*. New York.

<sup>5</sup> October Executive Brief: Niger. 18 October 2013. WFP. Rome.

to the Malian refugees who flew into north-west Niger in early 2012. For this project, funding as of 16 October 2013 was US\$89.7 million with 621,000 beneficiaries<sup>6</sup>;

15. WFP's Direct Expenses in Niger in the audit period totalled US\$227.6 million, representing 5.5 per cent of WFP's total Direct Expenses for 2012<sup>7</sup>.

16. The current food and nutrition crisis in Niger is the result of a series of complex and interrelated shocks, including cereal and pasture deficits; high cereal costs and limited work opportunities in the country and the region; and high levels of household debts which exacerbated the already fragile situation.

17. WFP works in close collaboration with the Government of Niger in order to strengthen the resilience of the chronically vulnerable and at-risk communities. The WFP response to the crisis was aligned with the national response plan developed by the Government in 2011 and the "3N" (Nigeriens Feeding Nigeriens) platform established to coordinate longer term policy and initiatives to address food security and nutrition in Niger. Strong collaboration with the government and United Nations agencies contributed to an effective and coordinated emergency response.

18. While responding to the crisis, WFP continued strengthening household resilience through targeted supplementary feeding, livelihood recovery activities, rehabilitation of assets, cereal banks and school feeding under its on-going protracted relief and recovery operation and country programme.

## Objective and scope of the audit

19. The objective of the audit was to evaluate and test the adequacy and effectiveness of the processes associated with internal control components of WFP's Sahel and Mali Emergencies limited to Niger Country Office, as part of the process of providing an annual and overall assurance statement to the Executive Director on governance, risk management and internal control processes.

20. The audit was carried out in accordance with the International Standards for the Professional Practice of Internal Auditing promulgated by the Institute of Internal Auditors. It was completed according to the approved planning memorandum and took into consideration the risk assessment exercise carried out prior to the audit.

21. The scope of the audit covered WFP's operations in Senegal, Niger and Mali in the context of the WFP's response to the Sahel and Mali Emergencies, for the period from 1 January 2012 to 30 June 2013. Where necessary, transactions and events pertaining to other periods were reviewed. The audit, which took place from 12 August 2013 to 6 September 2013, included visits to various locations in Niger.

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<sup>6</sup> October Executive Brief: Niger. 18 October 2013. WFP. Rome.

<sup>7</sup> Annual Performance Report 2012. WFP. 2012.

## III. Results of the audit

22. In performing our audit, we noted the following positive practices and initiatives:

**Table 2: Positive practices and initiatives**

### 1. Internal environment

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- During the emergency, arrangements of overtime work for staff were clearly defined and communicated to all staff via a memo signed by the Country Director.
  - Given the challenges that the Country Office faced in recruiting staff, an initiative to approach the local University in order to create a strategic partnership and benefit both the Country Office and Niger took place.
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### 2. Control activities

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- In an effort to reduce travel costs, the Country Office drafted monthly travel plans to identify trips which could be merged.
  - As Niger is landlocked, the Country Office planned and made efficient use of the Forward Purchase Facility with full support from HQ and the Regional Bureau.
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### 3. Monitoring

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- Close cooperation with the government through the Plan de Soutien allowed early identification of the drought emergency and the Country Office prepared itself for the emergency response.
  - The public security services were well coordinated with the government and were supportive to the WFP country office and sub-offices, and significantly facilitated the implementation of WFP activities in the country.
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23. Having evaluated and tested the controls in place, the Office of Internal Audit came to the following conclusions on the residual risk related to the processes:

**Table 3: Conclusions on risk by internal control components and business processes**

Internal Control Component/ Business Process	Risk (WFP Niger)
1. Internal environment	
Corporate organizational and reporting structure	Medium
2. Risk assessment	
Enterprise risk management	Low
3. Control activities	
Finance and accounting	Medium
Programme Management	High
Transport and logistics	Medium
Commodity Management	Medium
Procurement	Medium
Human resources	Medium
Property and Equipment	Medium
Administration and Travel	Low
Security	Medium
IS/IT Deliver and Support	Medium
4. Information and communication	
External relations and partnerships	Medium
5. Monitoring	
Programme monitoring and evaluation	Medium

24. Based on the results of the audit, the Office of Internal audit came to an overall conclusion of **partially satisfactory**<sup>8</sup>.

25. One high-risk recommendation was made, which is detailed in Section IV of this report. Nine medium-risk recommendations were made. Tables 4 and 5 below present the high and medium-risk recommendations respectively.

## Management response

26. Management agreed with all recommendations. One recommendation has been implemented and work is in progress on the remaining nine.

<sup>8</sup> See Annex A for definitions of audit terms.

Table 4: Summary of high-risk recommendations (see section IV for a detailed assessment)

Observation	Recommendation	Risk categories <sup>9</sup>	Underlying cause category	Owner	Due date
<b>Control Activities</b>					
1 <b>Programme management:</b> Controls over Cash and vouchers distributions - The Country Office did not comply with the controls and the procedures identified in WFP Corporate Guidelines related to Cash and Vouchers operations. In particular, the CO did not perform detailed bank reconciliations of the dedicated bank accounts of the micro-finance institutions (MFIs) used for cash distributions as required by the corporate guidelines.	Review the controls in place in managing the Cash and Vouchers Operations and ensure compliance with Corporate Guidelines.	Compliance Stewardship Institutional	Compliance	Niger Country Office	28 February 2014

<sup>9</sup> See Annex A for definition of audit terms.

Table 5: Medium-risk recommendations

Observation	Recommendation	Risk categories <sup>10</sup>	Underlying cause category	Owner	Due date	
<b>Internal Environment</b>						
2	<b>Corporate organisational and reporting structure:</b> - Operational agreements with the Government of Niger - The host Government agreement dated June 1968 indicates that assistance from WFP for development or emergency projects will be requested through communication with UNDP and for each project a MoU would be signed. The Country Office did not sign agreements with the Government of Niger in relation to PRRO 200051 and the EMOP 200398.	Review the agreement with the government and update it as necessary.	Compliance Operational efficiency Contextual	Compliance	Niger Country Office	30 June 2014
3	<b>Corporate organisational and reporting structure:</b> - Organisational Structure of the Country Office - The structure of the Country Office during the emergency did not allow for proper segregation of duties. It also posed risks on the achievement of some unit's objectives due to the lack of staff with appropriate seniority and experience to manage certain processes. For instance, at some point, the head of Finance was also heading ICT, Administration, Procurement and Human Resources.	Prioritise and implement the results of the Staffing Structure Review Exercise for the Country Office.	Operational Stewardship Institutional	Compliance	Niger Country Office	Implemented
<b>Control Activities</b>						
4	<b>Finance and accounting:</b> UNHAS receivables, and cash receipts – No clear procedures were in place in the CO to manage UNHAS receivables which resulted in high number and high value of payments being made in cash.	Identify ways to reduce the amount of cash received by the UNHAS office. Develop procedures to manage debtors, and enhance controls in the financial procedures for UNHAS activities.	Operational Internal business processes Institutional	Guidelines	Niger Country office	31 March 2014

<sup>10</sup> See Annex A for definition of audit terms.

Observation	Recommendation	Risk categories <sup>10</sup>	Underlying cause category	Owner	Due date
5 <b>Finance and accounting:</b> Weaknesses in the financial procedures – Weaknesses were noted in the financial procedures in the Country Office, particularly in bank transfers where some vendor bank accounts per the payment advices were different from bank account numbers where the payments were eventually made to. Further, some accounts receivables were not recorded in the corporate records; and high petty cash limits were maintained in the CO as compared to the average petty cash expenditures. Full audit trail for the cheque payments was also not maintained.	Reinforce financial controls over bank transfers, payments by cheques, and registration of receivables, and review the limits of the petty cash accounts.	Operational Internal business processes Institutional	Guidelines	Niger Country office	31 March 2014
6 <b>Programme Management:</b> Selection of Cooperating Partners – There was no written agreement with the Government of Niger regarding its roles and responsibilities for the selection of Cooperating Partners and the procedures to be followed. The CO did not have control over the process of receiving applications from NGOs as these were initially received at the government offices. Further, written instructions had not been developed on the composition of regional committees responsible for the evaluation of specific projects, and areas of intervention proposed by the NGOs. Terms of reference for such committees had also not been developed to ensure that the procedures followed by the regional committees were in line with WFP standards.	Review the process for selection of Cooperating partners. Define and document the role of the Government of Niger in this process. Create instructions regarding the composition of the regional committees and develop their terms of reference.	Operational Compliance Institutional	Guidelines	Niger Country office	30 June 2014
7 <b>Programme Management:</b> UNHAS flight users – The Country Office accepted to transport Government Officials on UNHAS flights despite the Standard Administrative and Operating Procedures applicable to UNHAS Niger which stated that UNHAS was only permitted to carry humanitarian workers who were essential for the humanitarian projects. Although approval of exceptional cases lies with the User Group Committee which is chaired by the UN Humanitarian Coordinator, the Country Office did not obtain and maintain appropriate documentation to support such approval.	Obtain written approval to transport Government Officials on UNHAS flights.	Compliance Stewardship Contextual	Guidelines	Niger Country office	31 March 2014

Observation	Recommendation	Risk categories <sup>10</sup>	Underlying cause category	Owner	Due date
8 <b>Human Resources:</b> Weaknesses in HR procedures for local recruitment - Weaknesses were identified in the human resources procedures in the Country Office particularly the lack of thorough verification of relevant qualifications and credentials for local recruitments as is required by the HR Directive HR2010/004.	Introduce control procedures for verification of the authenticity of educational qualifications before completing the recruitment procedures for local staff.	Operational Securing resources Institutional	Guidelines	Niger Country Office	31 March 2014
9 <b>Information and Communication Technology:</b> Weaknesses in the management of ICT – There were weaknesses identified in the Information and Communication Technology procedures in the Country Office, in particular weaknesses in the controlling access to the server room as well as absence of a Disaster Recovery Plan.	Adhere to the WFP ICT guidelines, and develop a Disaster Recovery Plan.	Operational Internal business processes Institutional	Compliance	Niger Country Office	30 June 2014
<b>Information and communication</b>					
10 <b>External relations and partnerships:</b> Data used in Project Reporting - There were inaccurate, contradictory and unconfirmed data published in the Standard Project Reports related to programmes implemented by the Country Office which did not reflect properly the achievements of WFP activities.	Ensure proper data collection to allow proper communication of the achievements of the objectives of the programmes.	Reporting Operational efficiency Institutional	Guidance	Niger Country Office	30 June 2014

## IV. Detailed Assessment

### Internal Environment

### High-risk

#### Observation 1 Controls over Cash and Vouchers Distributions

27. WFP Niger was operating one of WFP's largest cash operations, and the CO informed us that the upcoming PRRO for 2014 - 2017 would continue to grow the cash distribution element.

28. The audit noted the following challenges in the management of cash and vouchers activities in the CO:

- Beneficiary and distribution records: In the absence of a fully rolled-out WFP corporate tool for management of cash and vouchers distributions, all records related to cash and vouchers activities were maintained in excel spread sheets in one staff member's computer, and were not password protected. Spread sheets are inherently subject to errors and manipulation. Such records included beneficiary lists, issued purchase orders (POs), issued bank instructions, outstanding cash and voucher distribution amounts, received and outstanding cash and vouchers distribution reports.
- There was no master list of cash and vouchers beneficiaries. Even though there were separate lists by villages and Cooperating Partners, these were not consolidated into a master record incorporating all data of the operation which made it difficult to identify potential fraudulent registration.
- Services from micro-finance institutions (MFIs) and Cooperating Partners: While the Country Office undertook a competitive tendering process to select micro-finance institutions to operate the cash activities, given the consolidated amounts of such contracts, these were beyond the delegated authority of the Country Director for competitive procurement under the non-food procurement delegation of authority instrument. The type of POs used to record these transactions was also incorrect.

29. Reconciliation of dedicated bank accounts:

- Each MFI opened a dedicated bank account to manage the funds disbursed by WFP for subsequent distribution to beneficiaries. The CO did not prepare bank reconciliations (for the MFI bank accounts) since inception of the cash and vouchers activity as required by the WFP Financial procedure FP2009/009.
- Banking fees was charged to the accounts despite contractual clauses with the banks indicating that no fees would be charged. These bank charges had not been identified and had not been questioned by the Country Office.

30. The procedure for managing and monitoring the printing and utilisation of vouchers was performed manually and was time consuming, as well as prone to human error. There was no master record of printed vouchers. Unused or returned vouchers were kept without special custody or appropriate register as required by the Financial Procedure (FP2009/009).

### Recommendation 1

<b>Underlying cause of observation:</b>	SCOpe ( <b>S</b> ystem for <b>C</b> ash <b>O</b> perations), the corporate tool for managing C&V interventions had not been rolled out in the Country Office. Some financial procedures in the C&V manual and in the FP 2009/005 had not been followed.
<b>Implication:</b>	This increases the risk of registration of unfitting beneficiaries not been detected and cash being distributed to inappropriate beneficiaries.
<b>Policies, procedures and requirements:</b>	C&V manual, Financial Procedure FP 2009005 and Circular ED 2009/005.

Recommendation: While waiting the implementation of the corporate cash and vouchers tool, enhance the controls over cash and vouchers. Perform monthly bank reconciliations of the dedicated bank accounts as per FP 2009/009 and following best practice. Ensure that appropriate resources are available to perform this control activity. Review distributions and perform the bank reconciliations for the past periods since inception of the cash and vouchers activity.

**Agreed Management Actions:** The CO agreed with the recommendation and will take necessary action to finalize the bank reconciliations, and strengthen the controls over cash and vouchers activity while awaiting the rollout of the corporate C&V tool.

The CO has started preparing retroactive bank reconciliation starting from November 2010 to October 2013 for the bank accounts used for the cash and voucher transfers.

**Target implementation date:** 28 February 2014.

## Annex A – Audit definitions

### 1. WFP's Internal Control Framework (ICF)

A 1. WFP's Internal Control Framework follows principles from the Committee of Sponsoring Organizations of the Treadway Commission's (COSO) Integrated Internal Control Framework, adapted to meet WFP's operational environment and structure. The Framework was formally defined in 2011.

A 2. WFP has defined internal control as a process designed to provide reasonable assurance regarding the achievement of objectives relating to (a) effectiveness and efficiency of operations; (b) reliability of reporting; and (c) compliance with WFP rules and regulations. WFP recognizes five interrelated components (ICF components) of internal control, which need to be in place and integrated for it to be effective across the above three areas of internal control objectives. The five ICF components are (i) Internal Environment, (ii) Risk management, (iii) Control Activities, (iv) Information and Communication, and (v) Monitoring.

### 2. Risk categories

A 3. The Office of Internal Audit evaluates WFP's internal controls, governance and risk management processes, in order to reach an annual and overall assurance on these processes in the following categories:

**Table A.1: Categories of risk – based on COSO<sup>11</sup> frameworks and the Standards of the Institute of Internal Auditors**

1	Strategic:	Achievement of the organization's strategic objectives.
2	Operational:	Effectiveness and efficiency of operations and programs including safeguarding of assets.
3	Compliance:	Compliance with laws, regulations, policies, procedures, and contracts.
4	Reporting:	Reliability and integrity of financial and operational information.

A 4. In order to facilitate linkages with WFP's performance and risk management frameworks, the Office maps assurance to the following two frameworks:

**Table A.2.1: Categories of risk – WFP's Management Results Dimensions**

1	Securing resources:	Efficiency and effectiveness in acquiring the resources necessary to discharge WFP's strategy – this includes money, food, non-food items, people and partners.
2	Stewardship:	Management of the resources acquired – this includes minimising resource losses, ensuring the safety and wellbeing of employees, facilities management, and the management of WFP's brand and reputation.
3	Learning and innovation:	Building a culture of learning and innovation to underpin WFP's other activities – this includes knowledge management, staff development and research capabilities.
4	Internal business processes:	Efficiency of provision and delivery of the support services necessary for the continuity of WFP's operations – this includes procurement, accounting, information sharing both internally and externally, IT support and travel management.
5	Operational efficiency:	Efficiency of WFP's beneficiary-facing programmes and projects delivery – this includes project design (partnership/stakeholder involvement and situation analysis) and project implementation (fund management, monitoring and reporting, transport delivery, distribution, pipeline management).

<sup>11</sup> Committee of Sponsoring Organizations of the Treadway Commission.

**Table A.2.2: Categories of risk – WFP’s Risk Management Framework**

1	Contextual:	External to WFP: political, economic, environmental, state failure, conflict, humanitarian crisis.
2	Programmatic:	Failure to meet programme objectives and/or potential harm caused to others through interventions.
3	Institutional:	Internal to WFP: fiduciary failure, reputational loss, financial loss through corruption.

**3. Causes or sources of audit observations**

A 5. The observations were broken down into categories based on causes or sources:

**Table A.3: Categories of causes or sources**

1	Compliance	Requirement to comply with prescribed WFP regulations, rules and procedures.
2	Guidelines	Need for improvement in written policies, procedures or tools to guide staff in the performance of their functions.
3	Guidance	Need for better supervision and management oversight.
4	Resources	Need for more resources (funds, skills, staff etc.) to carry out an activity or function.
5	Human error	Mistakes committed by staff entrusted to perform assigned functions.
6	Best practice	Opportunity to improve in order to reach recognised best practice.

#### 4. Risk categorisation of audit observations

A 6. The audit observations were categorized by impact or importance (high, medium or low risk) as shown in Table A.4 below. Typically audit observations can be viewed on two levels. (1) Observations that are specific to an office, unit or division and (2) observations that may relate to a broader policy, process or corporate decision and may have broad impact.<sup>12</sup>

**Table A.4: Categorization of observations by impact or importance**

High-risk	Issues or areas arising referring to important matters that are material to the system of internal control. The matters observed might cause a corporate objective not to be achieved, or leave unmitigated risk which would have a high impact on the corporate objectives.
Medium-risk	Issues or areas arising referring to issues that have an important effect on the controls but may not require immediate action. The matters observed may cause a business objective not to be achieved, or leave unmitigated risk which would have an impact on the business unit objectives.
Low-risk	Issues or areas arising that would, if corrected, improve internal controls in general. The recommendations made are of best practices as opposed to weaknesses that prevent systems and business objectives being met.

A 7. Low risk recommendations, if any, are communicated by the audit team directly with management, and are not included in this report.

#### 5. Recommendation tracking

A 8. The Office of Internal Audit tracks all medium and high-risk recommendations. Implementation of recommendations will be verified through the Office of Internal Audit's system for the monitoring of the implementation of audit recommendations. The purpose of this monitoring system is to ensure management actions are effectively implemented within the agreed timeframe so as to manage and mitigate the associated risks identified, thereby contributing to the improvement of WFP's operations.

<sup>12</sup> An audit observation of high risk to the audited entity may be of low risk to WFP as a whole; conversely, an observation of critical importance to WFP may have a low impact on a specific entity, but have a high impact globally.

## 5. Rating system

A 9. Internal control components and processes are rated according to the severity of their risk. These ratings are part of the system of evaluating the adequacy of WFP's risk management, control and governance processes. A rating of satisfactory, partially satisfactory and unsatisfactory is reported in each audit. These categories are defined as follows:

**Table A.5: Rating system**

Engagement rating	Definition	Assurance level
Satisfactory	Internal controls, governance and risk management practices are adequately established and functioning well.  No issues were identified that would significantly affect the achievement of the objectives of the audited entity.	Reasonable assurance can be provided.
Partially Satisfactory	Internal controls, governance and risk management practices are generally established and functioning, but need improvement.  One or several issues were identified that may negatively affect the achievement of the objectives of the audited entity.	Reasonable assurance is at risk.
Unsatisfactory	Internal controls, governance and risk management practices are either not established or not functioning well.  The issues identified were such that the achievement of the overall objectives of the audited entity could be seriously compromised.	Reasonable assurance cannot be provided.

## Annex B – Acronyms

DED	Deputy Executive Director
ED	Executive Director
ERP	Enterprise Resource Planning system
HR	Human Resources
ICAO	International Civil Aviation Organisation
IS/IT	Information Systems/Information Technology
LPSB	Local Property Survey Board
UN	United Nations
UNHAS	United Nations Humanitarian Air Services
WFP	World Food Programme
CO	Country Office
CD	Country Director