



December 2016

Internal Audit Report of WFP's Country Capacity Strengthening (AR/16/14)

Management Comments

WFP Management welcomes the findings and observations made by the Office of the Inspector General (OIG) in its audit report on WFP's Country Capacity Strengthening (CCS) covering the period 1 January 2015 to 31 July 2016.

WFP Management concurs with the OIG's recognition of numerous positive practices and initiatives undertaken to improve WFP's corporate performance in the area of Country Capacity Strengthening, including various instances of successful inter-agency collaboration and partnerships. WFP management also shares OIG's conclusion that ongoing corporate initiatives, including the implementation of the Integrated Roadmap, will address many of the shortcomings of systems, processes and practices that have been made in the audit.

WFP Management takes serious note of the overall conclusion of the Audit and, in particular, the five high-risk observations. These high-risk areas relate to inadequate corporate visibility and reporting due to less than optimum use of existing corporate concepts, guidance and tools especially in M&E, management and generation of knowledge and learning, limited in-house capacity as well as capabilities and lack of resources to effectively plan and sustain WFP country capacity strengthening activities. Combined, WFP Management agrees that these constraints can adversely impact operational effectiveness and, particularly in a changing global context, restrain WFP's "evolution to an *enabling partner*" as observed in both the 2015 and 2016 Operations Evaluations Synthesis Report. As the organisation transitions towards greater engagement in country capacity strengthening through Country Strategic Plans, WFP Management also takes note of the four medium-risk observations relating primarily to CCS programme design, quality and management.

WFP Management is committed to ensuring that the audit recommendations are addressed in a timely and adequate manner. A detailed action plan for 2017 is already being developed for implementation of the agreed action points. For this exercise, particular attention is being given to promote and ensure robust inter-departmental cooperation and active engagement of all Regional Bureaux in addressing and adopting the agreed actions throughout 2017 that will assist WFP Country Offices in operationalising their Country Strategic Plans.

Management appreciates that the audit observations and agreed actions outlined in Audit AR/16/14 provide an important opportunity to highlight the criticality of effective country capacity strengthening to WFP's operational effectiveness and ability to implement the Integrated Roadmap and deliver against the Sustainable Development Goals and Agenda 2030.