

Management Comments to the Internal Audit of WFP Chad Operations (AR/26/01)

WFP Management acknowledges and appreciates the observations presented by the Office of the Inspector General (OIG) in its internal audit report on WFP operations in the Chad (AR/26/01), covering operations from 1 January to 31 December 2025.

Management acknowledges the overall conclusion of “some improvement needed” and reaffirms its commitment to implementing all agreed actions within the specified timelines, as part of its continued effort to strengthen accountability, operational integrity, and delivery excellence.

Chad Country Office (CO) operates in a complex, high-risk environment shaped by conflict and insecurity in neighbouring countries, chronic food insecurity, climate shocks, and economic instability. Since April 2023, the Sudan conflict has driven approximately 902,000 refugees and 424,000 returnees into eastern Chad, straining vulnerable host communities. Over 3 million people face acute food insecurity and widespread malnutrition on a yearly basis, while ongoing insecurity in Lake Province has displaced around 220,000 people in urgent need of assistance.

Over the past two years, WFP Management notes that the CO has made substantial progress in strengthening its internal control framework and overall performance in line with corporate assurance and compliance standards. Despite operating in a highly complex humanitarian context, the CO reinforced governance, operations, and programme delivery through strong leadership, a clear tone at the top, and enhanced accountability and risk management. Notable achievements include improved organizational alignment, strengthened staff duty of care, expanded digitalization, increased local procurement, enhanced supply chain resilience, and improved beneficiary accountability. The CO remains fully committed to sustaining and further strengthening these efforts and welcomes the Auditor’s recognition of its strong operational capacity and adaptability, which have reinforced stakeholder confidence, and donor trust.

WFP Management appreciates the internal audit report and the constructive observations provided, particularly those related to Identity Management, Monitoring and the Community Feedback Mechanism, Data Quality, and Cooperating Partner Management, which align with risks identified in the CO risk register. The audit has generated valuable insights and a set of prioritized medium- and high-risk observations, addressed through clearly defined and mutually agreed management actions. Endorsed by relevant Heads of Units and calibrated to operational capacities, these actions will be implemented by December 2026.

Management takes note of the medium-priority observations and recommendations, which provide valuable guidance to further strengthen planning, oversight, and internal controls across key functional areas. Demonstrating its firm commitment to accountability, risk management, and continuous improvement, Management has carefully reviewed the auditors’ observations and taken concrete actions to address identified risks. A comprehensive, risk-based work plan has been established, aligned with the corporate risk register and finalized the first draft of consolidated overview of past and ongoing oversight and audit exercises, ensuring coherence, transparency, and effective follow-up.

In response to observations on cooperating partner management, Management has established a Cooperating Partner Committee, chaired by the Deputy Country Director, with escalated authority. The Committee applies strengthened selection and performance assessment criteria, integrating technical capacity, implementation track record, and rigorous financial analysis of partner budgets. Complementary

measures include the approval and rollout of a revised SOP on partner invoicing and payments and the establishment of a dedicated Cooperating Partner Oversight team within the Risk Management Unit to enhance compliance with Field Level Agreements and budgeting standards.

Regarding Food Transfer Costs, Management formally endorsed their configuration in corporate systems as of 4 March 2026, supported by a comprehensive training package led by the Cooperating Partner Management Unit to ensure full partner compliance. For cash-based transfers, a dashboard developed in close coordination with TEC HQ now enables systematic anomaly detection, reconciliation, and validation through a dedicated working group, alongside strengthened engagement with Financial Service Providers and enhanced monthly financial review processes.

On monitoring, Management acknowledges system integration gaps and has initiated technical engagement with HQ to resolve linkages between the Mobile Operational Data Acquisition (MoDA) Intake forms and SugarCRM. In fuel management, infrastructure upgrades, revised SOPs, strengthened spot checks, and targeted training have significantly enhanced controls, data accuracy, and risk mitigation.

With regards to the **high-priority recommendations**, and consistent with actions taken for medium-priority observations, WFP Management has initiated immediate measures to address the identified risks.

Observation 2 – Identity Management:

Management will strengthen compensating controls for beneficiary validation where PIN-based or biometric solutions are not feasible. A structured, risk-based identity management approach is being adopted, defining minimum identity and validation standards by sub-activity in line with programme design, delivery modality, risk exposure, and beneficiary vulnerability. For higher-risk sub-activities, clear risk acceptance levels and enhanced controls or programme adjustments will be applied. Measures will be formalized through a decision memorandum and implemented via a time-bound workplan with updated SOPs and monitoring. In parallel, the SOP on post-distribution list feedback with UNHCR is nearing finalization, and a SCOPE card reconciliation exercise is strengthening PIT compliance.

Observation 3 – Accountability to Affected Populations:

Management welcomes the audit observation and confirms that actions are underway to reinforce accountability, including the integration of the Community Feedback Mechanism under the RAM Unit since early 2026. Harmonization of escalation protocols between the CFM and process monitoring is in progress, with HQ technical support, alongside system reconciliation of allegations in coordination with the Office of the General Investigations.

WFP Management thanks the Office of the Inspector General for its constructive engagement and reiterates Management’s full commitment to timely implementation of all agreed actions, reinforcing accountability, controls, and operational excellence.