

Evaluation of WFP's Enterprise Risk Management Policy (2018)



World Food
Programme

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Terms of reference

Final version reflecting comments received from WFP stakeholders

May 2024

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1. Background

1.1. INTRODUCTION

1. These Terms of Reference (TOR) are for the evaluation of the WFP [Enterprise Risk Management \(ERM\) Policy](#)¹ approved by the Executive Board (EB) in November 2018. The purpose of the TOR is to inform stakeholders about the proposed evaluation, to guide the evaluation team, and to specify expectations for the evaluation team.
2. The evaluation will cover the period from October 2018 when the policy was approved, to the end of 2024. It will be managed by the Office of Evaluation (OEV), conducted by an external evaluation team and submitted to the Executive Board for its consideration in June 2025.
3. Policy evaluations assess a WFP policy and the activities put into place to implement it. They evaluate the quality of the policy, its results, and seek to explain why and how these results occurred as a contribution to organizational learning and accountability to stakeholders. As defined in the [WFP Evaluation Policy](#) (2022), all WFP policies issued after 2011 are to be evaluated four to six years from approval and the start of policy implementation.
4. The TOR are structured as follows: Section 1 provides introduction and information on the context; Section 2 presents the rationale, objectives and stakeholders of the evaluation; Section 3 presents an overview of the policy and defines the scope of the evaluation; Section 4 sets out the evaluation questions, approach and methodology; and Section 5 indicates how the evaluation will be organized. The annexes include information on (i) the evaluation timeline (ii) a preliminary evaluability assessment (iii) overview of existing available evidence.

1.2. CONTEXT

Enterprise Risk Management: Origin and purpose

5. **Enterprise Risk Management (ERM)** refers to the culture, capabilities, processes and practices that an organization relies on to identify and prepare for risks as it pursues its strategic objectives.² The intended purpose of enterprise risk management is to manage uncertainty, which includes both threats and opportunities³.
6. In the Secretary General's (SG) report 'Shifting the management paradigm' (A/72/492), the SG highlighted the need to strengthen the UN's risk management as a key element of managerial responsibility and accountability at all levels.⁴ In the report, the SG highlighted the need for the UN system to ensure that "hidden and underlying risks are brought to the fore and properly addressed."⁵

WFP's operating context

7. As described in WFP Strategic Plan (2022-2025)⁶, WFP operates in a "landscape characterized by more shocks and stressors" where WFP must navigate "multiple concurrent threats and complex risks (e.g., originating from conflict, climate-induced disasters and economic crises)." As a voluntary funded

¹ Enterprise Risk Management Policy. (WFP/EB.2/2018/5-C) Definition of ERM per the policy: The common organization-wide arrangements for implementing and embedding risk management activities. This includes, inter alia, the culture, capabilities and practices integrated with strategy setting and performance, which the organization relies on to manage risk to create, preserve and realize value.

² WFP (2023) Enterprise risk management manual

³ Joint Inspection Unit, K. Kamioka and E. Cronin, Enterprise risk management: approaches and uses in the United Nations system organizations. 2020.

⁴ UN Secretary General. 2017. Shifting the management paradigm in the United Nations: ensuring a better future for all: report of the Secretary-General

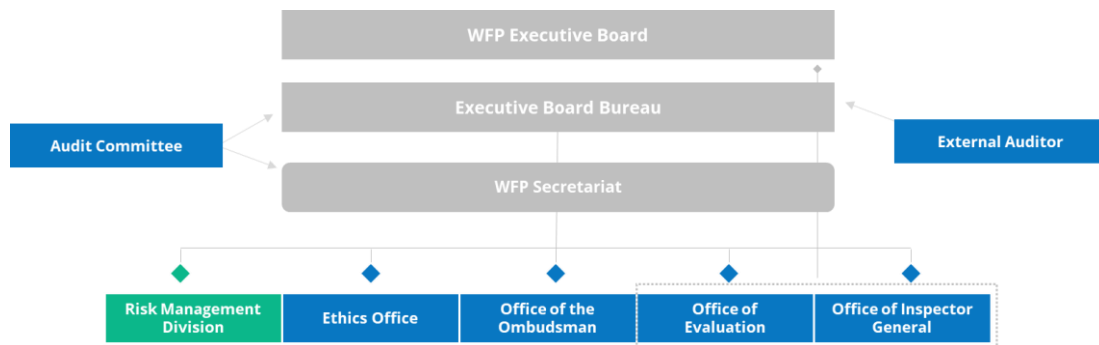
⁵ Ibidem.

⁶ WFP. 2021. [WFP Strategic Plan \(2022-2025\)](#) WFP/EB.2/2021/4-A/1/Rev.2

organization, WFP relies on the confidence of its donors, host governments and multiple stakeholders to fulfil its mandate.

8. Working amidst these dynamic and unstable contexts requires flexibility and adaptation to constantly changing needs. Therefore, Enterprise Risk Management, is intended to be a constant consideration within WFP’s decision making.
9. Housed within the Risk Management Division, Enterprise Risk Management is part, alongside other offices and entities (see Figure 1) of a **broader framework of governance, oversight and internal controls**⁷ within WFP, which comprises:
 - WFP central governing bodies including the Executive Board and the WFP Secretariat (headed by the WFP Executive Director);
 - the offices leading on evaluation, ethics, inspection, and investigation;
 - specific management functions such as those relating to business continuity and donor review;
 - specific policies that interface with ERM, such as the one on anti-fraud and corruption;
 - dedicated frameworks covering internal control, and the global reassurance framework;
 - several policies which include explicit reference to ERM such as the people policy, the emergency preparedness policy and the one on protection and accountability⁸.

Figure 1: ERM within the broader framework of WFP governance, oversight and internal controls



Note: Central governing bodies are depicted in grey, independent entities reporting to the Executive Director are displayed in blue. The Risk Management Division, highlighted in green, reports to the WFP Deputy Executive Director and Chief Operating Officer.

Source: OEV elaboration based on the WFP Oversight Framework, 2018, p.3.

10. The ERM policy refers to several entities, systems and processes that interface with risk management. However, as detailed further in section 3, **this evaluation will only focus on the ERM policy results and on those elements specifically established to operationalise the ERM policy** (as shown in Table 1). The evaluation inception phase will further detail and refine the list of tools and processes tabled below.

Table 1: Risk management tools, templates, and processes introduced to operationalise the ERM policy

Tools and processes	Year of introduction	Description	Mentioned in the policy Y/N	WFP entity or Divisional owner
Risk Register (Template & Dashboard)	2017	A repository of all risks faced by country offices and regional bureaux, that allows risk identification, assessment and monitoring.	Yes	RMD

⁷ Internal control is defined by WFP’s Internal Control Framework (2015) as a process, effected by WFP’s Executive Board, management and other personnel, designed to provide reasonable assurance regarding the achievement of objectives relating to operations, reporting and compliance.

⁸ Enterprise Risk Management features explicitly in the following WFP Policies: [Emergency Preparedness Policy](#) (2017); [Environmental Policy](#) (2017); [WFP Oversight Framework](#) (2018); the [Protection and accountability policy](#) (2018), the [WFP People Policy](#) (2021) and the [Revised anti-fraud and corruption \(AFAC\) policy](#) (2021). For further detail on all WFP policies please refer to the Compendium of policies related to the strategic plan (2023) [WFP/EB.2/2023/4-C](#)

Tools and processes	Year of introduction	Description	Mentioned in the policy Y/N	WFP entity or Divisional owner
Key Risk Indicator Library	2020	The Key Risk Indicators (KRIs) Library provides offices and functions with a list of indicators to choose from based on their activities. The aim is to facilitate the use of standardized risk indicators to facilitate risk reporting and assessment.	No	RMD
Risk Monitoring Standard Operating Procedures (SOPs)	2021	A guide on operational steps to implement effective and efficient risk monitoring	No	RMD
Risk Catalogue	2023	A tool to assist in completing the Risk Register by optionally extracting standard Risk Descriptions and utilizing in Risk Register.	No	RMD
Strategic and Operational Tasks Forces		The strategic task force and the operational task force are internal coordination bodies that meet for major emergencies (Level 3 and 2), to support informed decision making and facilitate efficient and effective coordination. They address operational issues and refer strategic issues to executive management. Major risks to emergency response are escalated to these task forces to ensure that there is adequate follow-up.	Yes	DED

Source: OEV elaboration

Development of the Enterprise Risk Management Policy

11. The original purpose of the ERM Policy was to design an enterprise risk management approach that could provide **structure, consistency and transparency** in risk decision making across the organization. The need to introduce risk management as “a means to ensure that the organization can reach its aims in an uncertain and risky environment” was first introduced in 2003.⁹ Thereafter, the first Enterprise Risk Management policy was approved in 2005¹⁰ and was then updated in 2015¹¹ and, in 2018 following an internal audit.¹²

12. Subsequent to the development of the ERM Policy in 2018, WFP also updated its Internal Control Framework¹³, and established the Risk Management Division in Headquarters in 2018. This division led the development of guidance, tools to monitor and assess risks at country, regional, and corporate level. The key developments in WFP’s enterprise risk management are summarized in Figure 2 below.¹⁴

⁹ WFP. 2005. Enterprise Risk Management Policy.

¹⁰ WFP. 2005. Enterprise Risk Management Policy.

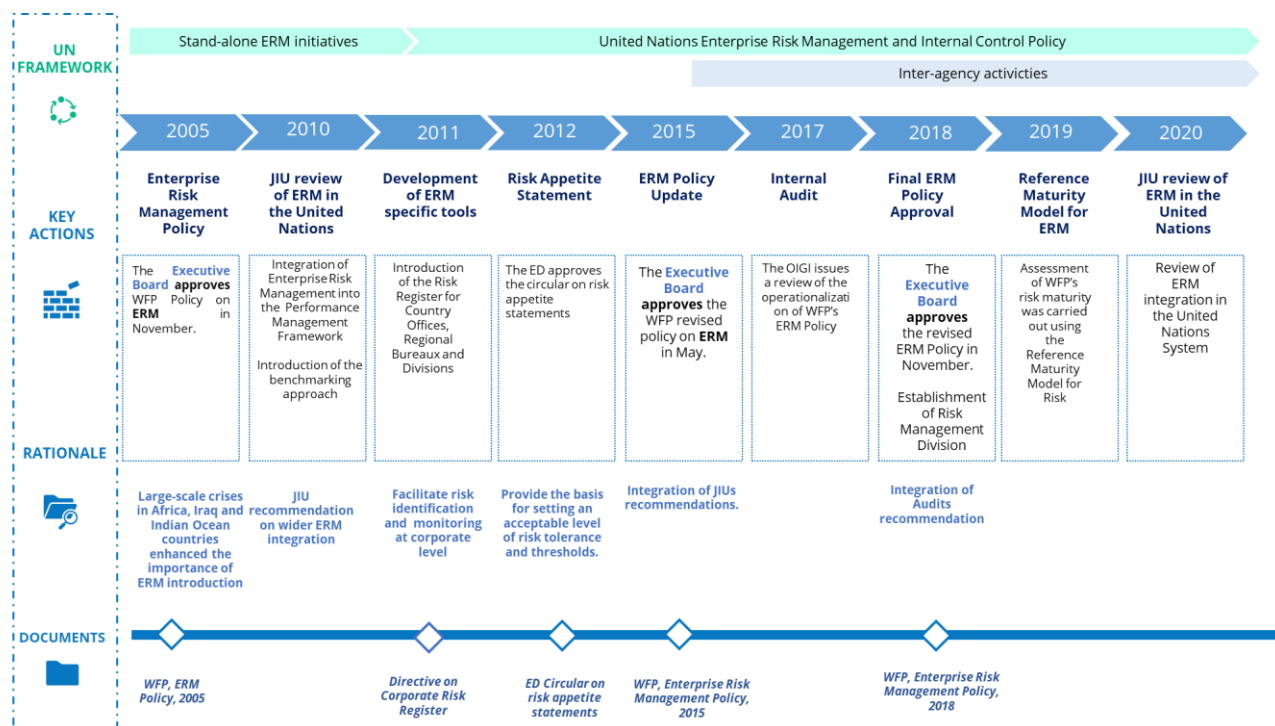
¹¹ WFP. 2015. Enterprise Risk Management Policy. WFP/EB.2/2005/5-E/1 https://executiveboard.wfp.org/document_download/WFP-0000029624

¹² WFP. 2017. Office of the Inspector General. Internal Audit of the Operationalization of WFP’s Enterprise Risk Management. Internal Audit Report AR/17/13.

¹³ WFP. 2018. WFP Oversight Framework. WFP/EB.A/2018/5-C

¹⁴ WFP. 2017. Report No. AR/17/13. Internal Audit of the Operationalization of WFP’s Enterprise Risk Management (2017) Subsequent to the development of the ERM Policy in 2018, WFP also updated its Internal Control Framework, recognizing that key aspects such as its risk management philosophy, objective setting, risk appetite and risk tolerance were governed through the 2015 policy, and in 2016 by WFP’s Risk Appetite Statement

Figure 2: Timeline of Enterprise Risk Management Integration within the UN system and WFP



Source: OEV elaboration based on WFP Corporate Policies, Circulars and UN Reference Model

Recent assessments of WFP’s Enterprise Risk Management Policy and frameworks

13. Since 2017, the ERM policy has been the subject of several assessments (for detail see Annex IV). Overall, assessments have emphasized the progressive improvement of WFP’s corporate ERM framework to make it more dynamic and better linked to WFP’s performance management. The assessments also emphasize specific areas for improvement: (i) the need to reposition ERM more strategically within the organization (ii) the need for greater specificity in the application of risk management within WFP’s programming and (iii) the need for more clarity in framing WFP’s inherently high-risk tolerance associated with crisis situations (i.e. emergency contexts).
14. WFP’s Enterprise Risk Management has been assessed as follows:
 - **Internal Audit of the Operationalization of WFP’s ERM (2017)** assessed WFP’s ERM Framework as “partially satisfactory” in line with the ratings of the ERM frameworks from the internal audits of other agencies such as UNFPA (2021)¹⁵ and UNICEF (2022)¹⁶.
 - **The 2019 assessment of WFP’s risk maturity¹⁷ using the High-Level Committee on Management (HLCM) model** found that WFP’s risk management maturity was “established” in 4 out of 6 areas at corporate level but was variable across HQ Divisions, Regional Bureaux and the 26 Country Offices included in the assessment (Table 2).¹⁸

¹⁵ UNFPA. 2021. Office of Audit and Investigation services. Assessment of the UNFPA enterprise risk management (ERM) process.

¹⁶ UNICEF. 2022. Office of the Internal Audit and Investigations. *Internal Audit of Enterprise Risk Management*

¹⁷ Chief Executive Boards for Coordination. High-Level Committee on Management (HLCM). Reference Maturity Model for Risk Management.2019

¹⁸ WFP. 2023. Enterprise Risk Management at WFP: Vision 2023 The vision document sets an ambition for WFP to aim for an ‘established’ maturity level across all areas by the end of 2021 and an advanced level at HQ and in level areas for high-risk field offices.

Table 2 Summary of HLCM Risk Maturity Ratings as of 2019 across WFP

	HQ Corporate	9 HQ Divisions	6 Regional Bureaux	26 Country Offices
1. ERM Framework and Policy	Established	Developing	Developing	Developing
2. Governance and Organizational Structure	Established	Developing	Developing	Developing
3. Process and Integration	Established	Developing	Developing	Developing
4. Systems and Tools	Developing	Initial	Developing	Developing
5. Risk Capabilities	Developing	Developing	Developing	Developing
6. Risk Culture	Established	Established	Established	Developing

Source: OEV Elaboration based upon Annex A of Enterprise Risk Management at WFP: Vision 2023

- The [JIU Enterprise risk management: approaches and uses in UN system organizations \(2020\)](#) assessed WFP along with 27 other United Nations Organizations against 10 ERM benchmarks to facilitate comparative assessment of ERM integration across the UN System¹⁹ As shown in Table 3, in 2020, WFP's ERM met 9 out of 10 JIU benchmarks. The JIU review highlighted WFP's use of risk appetite statements as well as the use of commercial software to report on risk management as examples of good practice.

Table 3 – WFP achievement of JIU Updated benchmarks for enterprise risk management (2020)

JIU Benchmark	WFP Achievement of JIU benchmark 2020
1. Adoption of systematic and organization-wide risk management policy and/or framework linked to the organization's strategic plan.	✓
2. Formally defined internal organizational structure for ERM with assigned roles & responsibilities.	✓
3. Risk culture fostered by the "tone at the top" with full commitment from all organizational levels.	✓
4. Legislative/governing body engaged with ERM at the appropriate levels.	✓
5. Integration of risk management with key strategic and operational business processes.	✓
6. Established systematic, coherent and dynamic risk management processes.	✓
7. Effective use of information technology systems and tools for ERM.	✓
8. Communication and training plans to create risk awareness, promote risk policy, and establish risk capabilities for the implementation of ERM.	✓
9. Periodic and structured review of effectiveness of ERM implementation for continuous improvement.	✓
10. Inter-agency cooperation and coordination for systematic knowledge sharing and management of common and/or United Nations system-wide risks.	

Source: OEV Elaboration based on JIU report on Enterprise Risk Management in the UN system 2010, 2020.

- The Advisory Assignment Report on Enterprise Risk Management Review and Assessment **by Baldwin Global (2022)**, which assessed both the ERM policy and its implementation, provides a key input for the present evaluation. The review found that the ERM Policy is comprehensive and well written but that risk appetite statements could be made more specific for application in operations. The review concluded that WFP should maintain the risk appetite guidance for the four risk categories but WFP could be more specific in stating its inherently high-risk tolerance for risks associated with crisis situations requiring emergency operations to relieve hunger
- The [External Audit Report on WFP's Oversight by Management \(2022\)](#) identified the need for WFP to reposition ERM at a level better suited to the role it plays in respect of risk management.

¹⁹ Joint Inspection Unit. 2010. Review of Enterprise Risk Management Framework in the United Nations system (JIU/REP/2010/4).

- The ongoing **Multilateral Performance Assessment Network Assessment (MOPAN) of WFP**, which will conclude in 2024, assessed WFP's risk management strategies as satisfactory overall.

15. A mapping of existing evaluative evidence (see Annex III) on enterprise risk management from evaluations produced by WFP's Office of Evaluation²⁰ highlighted that:

- 1) During emergency responses, balancing risk management and the "no regrets" policy is never straightforward. However, ease of use for staff of risk management instruments helps build procedural respect, and to build a risk conscious culture²¹.
- 2) Despite the enhancement of internal corporate risk management systems there is an emerging need for greater coherence across the different tools²²
- 3) Perception that risk management or even risk aversion by WFP management in decision making, in some cases, is slowing down responses to reach affected people with assistance²³.
- 4) Limited integration of risk management in annual country reports for several countries such as the Democratic Republic of Congo²⁴, South Sudan²⁵ and Bangladesh²⁶.
- 5) Limited integration of cross-cutting issues such as gender²⁷, accountability to affected populations

2.Reasons for the evaluation

2.1. RATIONALE

16. This evaluation aims to provide evidence on the quality of WFP's Enterprise Risk Management Policy (2018) and the results of its implementation. This evaluation is being conducted as part of the coverage norms set out by the WFP Evaluation Policy (2022) which require that evaluation of policies takes place between four and six years after the start of the policy's implementation.²⁸ The evaluation's findings aim to inform the development of a policy update on enterprise risk management, which will start preparation in 2025. Moreover, the learning from this evaluation is expected to support ongoing reflection on how WFP understands and manages risk across the challenging and diverse contexts in which it works and where WFP can continue to improve.

2.2. OBJECTIVES

17. This policy evaluation serves the dual objectives of accountability and learning, with a focus on the latter.
18. **Accountability** - The evaluation will assess the quality of the policy, its implementation mechanisms and the results achieved since the policy was approved. An assessment of the policy from a gender equality, women's empowerment (GEWE), inclusion and accountability to affected populations perspective will also be undertaken. A management response to the evaluation recommendations will be prepared and the actions taken in response will be tracked over time.
19. **Learning** - The evaluation will identify why and how expected changes have occurred or not, assess ongoing progress, draw lessons and, as feasible, derive good practices and learning to inform WFP's approaches to enterprise risk management moving forward and any policy updates.

²⁰ Findings from Country Strategic Plan evaluations, corporate emergency evaluations, policy evaluations, and strategic evaluations from 2018-2022.

²¹ WFP. 2022. Office of Evaluation. Evaluation of the WFP Response to the COVID-19 Pandemic.

²² WFP. 2019. Office of Evaluation. Evaluation of WFP's Capacity to Respond to Emergencies

²³ Ibidem.

²⁴ WFP. 2020. Office of Evaluation. Evaluation of Democratic Republic of the Congo Interim Country Strategic Plan 2018-2020

²⁵ WFP.2022. Office of Evaluation. Evaluation of WFP South Sudan Country Strategic Plan

²⁶ WFP. 2021. Office of Evaluation. Evaluation of WFP Bangladesh Country Strategic Plan.

²⁷ WFP. 2019. Office of Evaluation. *Evaluation of the WFP Gender Policy*.

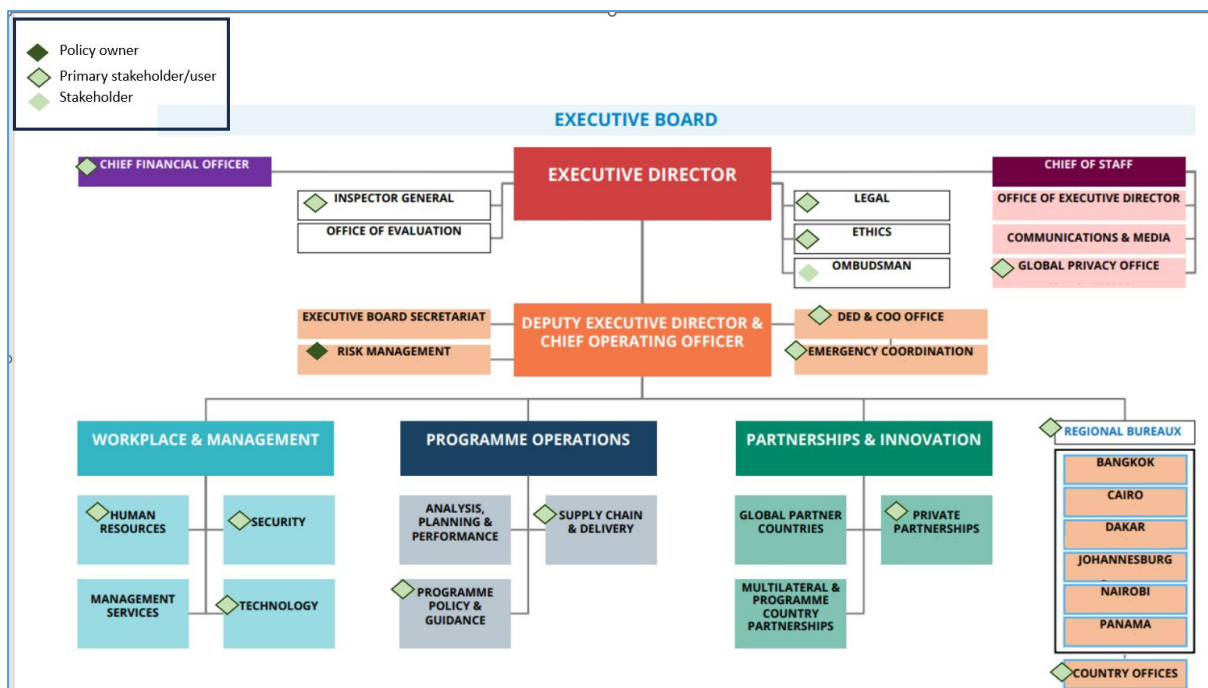
²⁸ WFP.2022. Evaluation Policy WFP/EB.1/2022/4-C: This evaluation is being conducted in the 6th year of Policy's implementation.

20. In support of this evaluation’s focus on learning, evaluation findings will be actively disseminated and OEV will seek opportunities to present the results at internal and external events as appropriate.

2.3. STAKEHOLDER ANALYSIS

21. Stakeholders inside and outside of WFP have interests in the results of the evaluation. Certain stakeholders will be asked to play a more active role in the evaluation process. Representatives from specific internal units/Divisions will be invited to become members of the Internal Reference Group (IRG).
22. Given that Policy has broad implications for WFP, while the Risk Management division is the key focal point, as policy owner, for this evaluation, representatives from across WFP are intended to be primary stakeholders of the evaluation and users of its results.
23. **Primary stakeholders** across WFP include: the Office of the Deputy Executive Director and Chief Operating Officer, the Global Privacy Office under the Chief of Staff, the Inspector General’s Office, Emergency Coordination, the Office of the Chief Financial Officer, the Legal Office, Ethics Office, Workplace and Management (Human resources, security, technology), Programme Operations, (Programme Policy & Guidance, Supply Chain & Delivery), and Partnership and Innovation (Private Partnerships). Regional Bureaux and Country Offices have also a stake in the evaluation given their primary role in operationalizing WFP’s risk management processes and practices.
24. **Other main stakeholders** include WFP’s leadership and senior management, including the members of the Executive Board. The key stakeholders of the evaluation are indicated below in Figure 3:

Figure 3: Preliminary assessment of key evaluation stakeholders



Source : OEV elaboration drawing from [WFP organogram](#) (February 2024)

3.3. Subject of the evaluation

3.1. THE SUBJECT OF THE EVALUATION

25. The WFP Policy on Enterprise Risk Management was approved by WFP Executive Board in November 2018 with the main aim of **establishing a pragmatic, systematic and disciplined approach to identifying and managing risks throughout WFP linked to the achievement of its strategic objectives**. The 2018 Enterprise Risk Management Policy is WFP’s third policy on enterprise risk management.

What is the Enterprise Risk Management Policy?

- Sets WFP’s **vision for risk management**: creating a culture of proactive, systematic risk identification and management;
- Includes **four risk categories**: Strategic, Operational, Fiduciary and Financial²⁹
- **Outlines updated risk appetite statements**, and provides a basis for developing new risk metrics;
- Presents **updated roles, responsibilities and accountabilities for risk management** at all levels (building upon the 2018 Oversight Framework, WFP/EB.A/2018/5-C)
- Defines **risk management processes** at corporate, office and functional levels and new elements including risk escalation/reporting

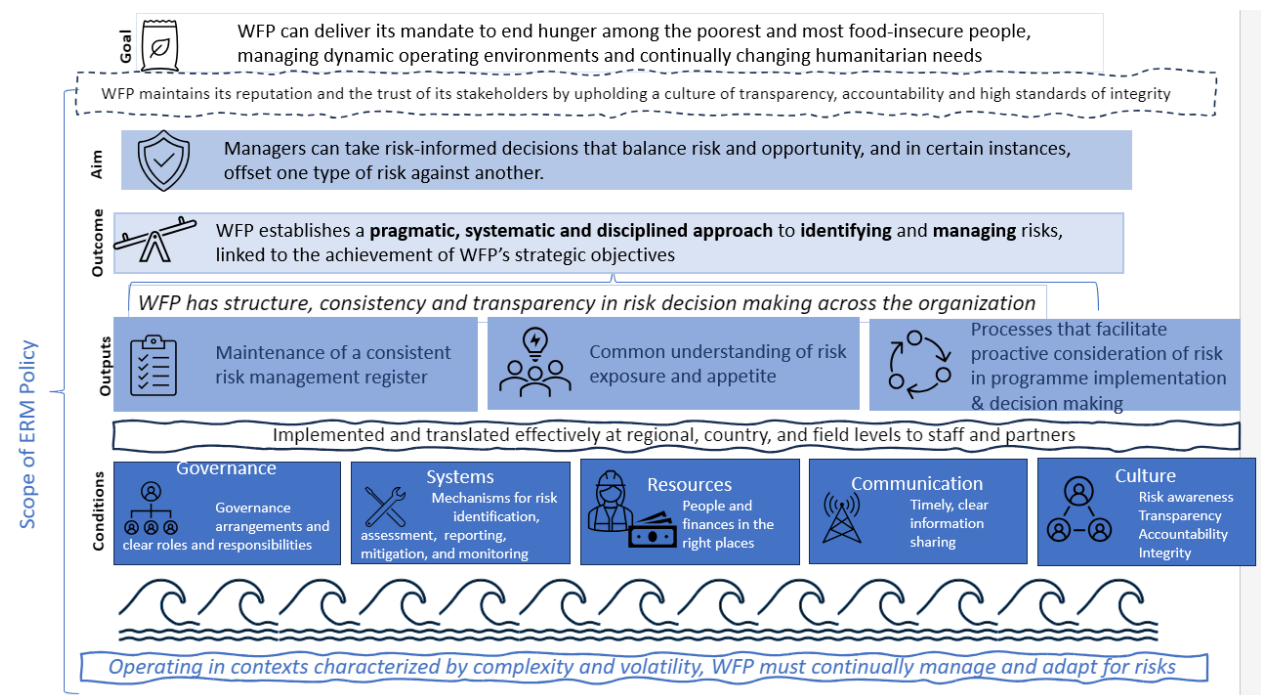
ERM Policy vision

26. To achieve the overall aim of the policy, the vision set out in the ERM policy is to:

- **maintain a consistent risk management framework** through which risks can be identified, analysed, addressed, escalated and accountability assigned;
- **achieve a common understanding of WFP’s risk exposures** in relation to its appetite for risk, to be able to articulate the organization’s risk profile coherently internally as well as externally to donors and external stakeholders; and
- **establish a culture where risk management is linked to implementing WFP’s Strategic Plan and considered proactively in operational decision making.**

27. The policy does not set out an explicit theory of change (ToC). A preliminary logical model, developed for the purpose of this evaluation, is shown in Figure 4 to illustrate the implicit theory underpinning the ERM policy. The draft ToC will be probed, refined and revised as part of the evaluation.

Figure 4: Preliminary logical model for the ERM Policy



Source: OEV elaboration drawing from:(i) WFP Enterprise Risk Management Policy (2018) (ii) Enterprise Risk Management Vision (2023)

28. According to the policy, WFP’s approach to enterprise risk management is aligned with the 2017 Committee of Sponsoring Organizations of the Treadway Commission (COSO) Enterprise Risk

²⁹ The previous Enterprise Risk Management Policy (WFP/EB.A/2015/5-B) identified three risk categories: contextual, programmatic and institutional.

Management Framework. WFP’s enterprise risk management activities build upon the five components of COSO which are described in detail in the policy: Governance and culture; strategy and objective setting; performance; review and revision; information, communication and reporting.

29. **The policy sets out a risk appetite, risk categories, and risk areas** for WFP (Table 4). These are intended to assist management by providing a common language for identification and management of risk across the organization. Further detail is provided in Annex VI:

Table 4: Summary of WFP’s risk appetite and risk categories per Enterprise Risk Management Policy

Risk category	Strategic	Operational	Fiduciary	Financial	Reputational ³⁰
Risk appetite	Risk hungry: <i>Programming in difficult contexts; need to actively manage external relationships with donors etc.</i>	Risk averse: <i>Constant improvement of internal controls</i>	Highly risk averse: <i>Recognition of duty of care to staff, obligations to stakeholders, and commitment to corrective action on internal conduct</i>	Risk averse: <i>Mitigation of risks for cost and efficiency</i>	
Risk description	Those risks that have an impact on WFP’s ability to achieve strategic goals, objectives and plans	Risks related to the implementation and execution of WFP’s activities	Breaches of obligations in terms of ethics, standards of conduct by WFP and its partners, failure to implement policies, and unauthorized activities including breaches of delegation	Risks related to currency and exchange rate concerns, adverse pricing, and inefficient use or misutilization of financial or other assets.	<i>Consequential risk whereby risks occurring in any category could have a negative impact on WFP’s reputation.</i>
Risk areas	<ul style="list-style-type: none"> • Programme • External relationship • Context • Business Model 	<ul style="list-style-type: none"> • Beneficiary health, safety, security • Partners and vendors • Assets • IT and communications • Business process • Governance and oversight 	<ul style="list-style-type: none"> • Employee health, safety and security • Breach of obligations • Fraud and corruption 	<ul style="list-style-type: none"> • Price volatility • Assets and investments 	

Source: OEV Elaboration based upon ERM Policy Risk Categories

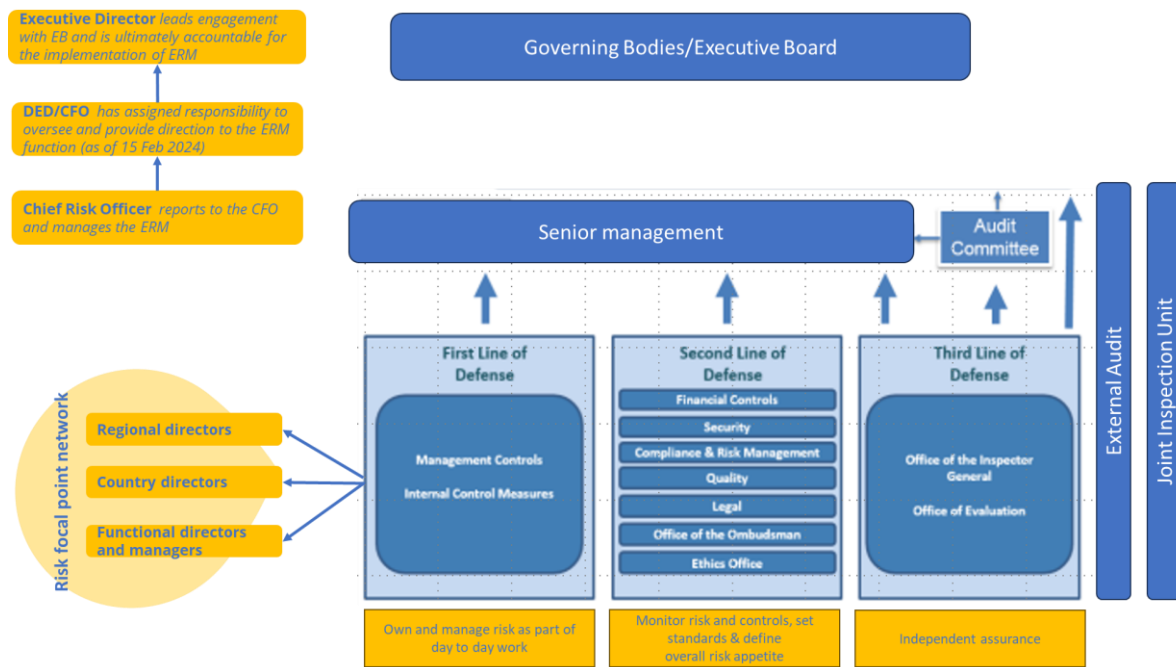
Risk governance, roles and responsibilities

30. The ERM Policy sets out risk roles and responsibilities for risk management within WFP. The policy states that “while formal governing bodies hold senior management to account for risk management, on a day-to-day basis risk management is everyone’s responsibility.”
31. The Risk Management Division has responsibility for the design/management of ERM systems and tools within WFP. In Regional Bureaux (RBx) and Country Offices (COs), risk management is led by senior management and supported by a global network of 160+ Risk Officers (ROs) and Risk Focal Points to support risk management, especially in high-risk areas and complex contexts. Figure 5a illustrates the governance for enterprise risk management within WFP and the key roles and responsibilities for risk within the context of the three lines of defense³¹ as described in the ERM policy.

³⁰ Reputational risk is included in the ERM policy as a cross-cutting risk

³¹ The three lines of defense was adopted as part of the update of WFP’s internal control framework in 2015. The Oversight Framework (2018) defines WFP’s oversight roles and responsibilities and the ERM policy articulates how risk roles and responsibilities are distributed between the different lines of defense. The model was updated in 2020 with the three lines model to replace the three lines of defense model.

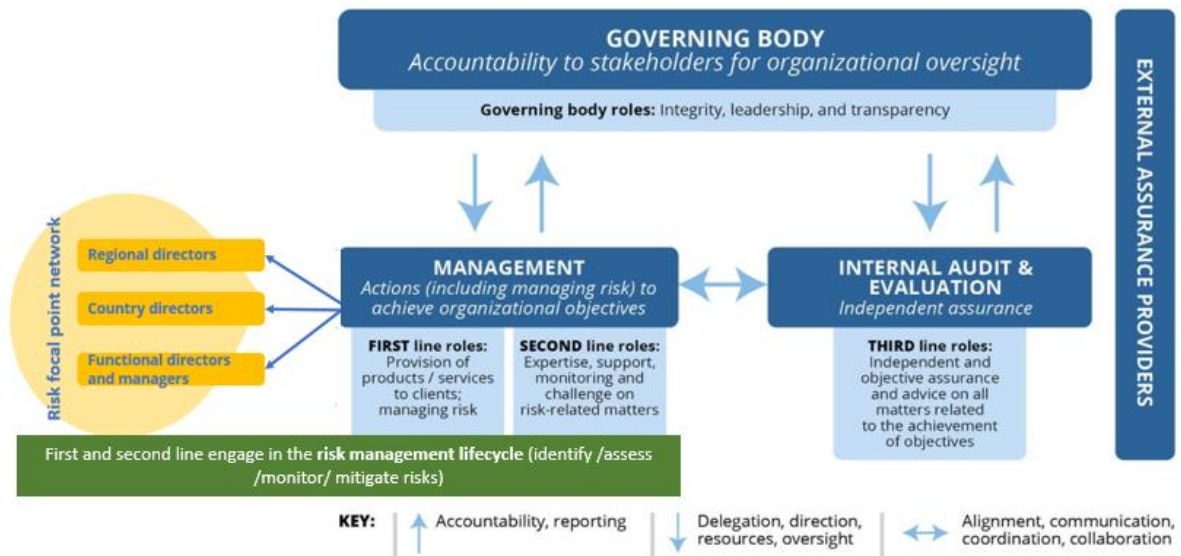
Figure 5a: Three lines of defence model and roles and responsibilities for WFP' enterprise risk management



Source: OEV elaboration based on the ERM policy

32. Marking an evolution in the language and concepts included in the policy, the three lines of defence model was replaced by the “**three lines model**” established by the Institute of Internal Auditors and adopted by WFP in September 2020 in which “risk management is presented not only as defensive action but also proactive action that creates value for the organization.”³² Figure 5b below depicts risk management as first and second line.

Figure 5b Three lines model (as of 2020) depicting risk management as first and second line



Source: OEV elaboration based upon ERM Policy

Risk processes at WFP

33. The ERM Policy identifies **risk processes** designed to support decision making, planning and resource allocation. Risk processes are structured around the four different phases of the risk management lifecycle described in the ERM Policy (identification, assessment, monitoring, and mitigation). The policy describes the relevant actions, mitigating measures and response strategies at each step (Table 5)

Table 5 – Overview of risk processes in WFP responsible stakeholders, and related tools

Risk Management Lifecycle Step	Related Risk Process	Responsible Actors	Tools
Identification: Risks may arise at any time and be identified from numerous sources or internal incidents and escalations	Identify potential risks to the achievement of strategic objectives	First line decision makers supported by second line decision makers who may provide guidance and advice.	Risk Reviews Performance Planning Risk Register
Assessment: Risks identified in risk reviews are assessed to understand the materiality of each risk to the achievement of WFP’s strategy and defined objectives. The assessment of risks takes into consideration the likelihood (frequency) of the risk occurring, the impact³³ (severity) of the event on WFP’s objectives if it occurs. Risk prioritization is then based on a combination from risk likelihood and impact.	Assess risk likelihood and impact	Chief Risk Officer	<i>Risk Appetite Statement</i> (basis for assessment and response) <i>Likelihood, Impact and Heatmap</i> <i>Key Risk Indicators Library</i>
Mitigation: Risks that are outside of the context-specific appetite require specific mitigation actions, while these are note needed for risks covered by the related appetite statements.	Mitigate the risk in line with the risk appetite	First line and second line decision makers or leadership group	
Monitoring: Risks are continually monitored at all levels of the organization and their likelihood and potential impacts validated by various information sources	Monitor risks, controls and mitigating actions	Country Offices, Regional Bureaux HQ functions. Risk Management Division (central coordination)	Risk reviews R2 Dashboard Risk Register Dashboard Audit/evaluation findings

Source: OEV Elaboration based upon Risk Management Division produced materials available on WFPgo

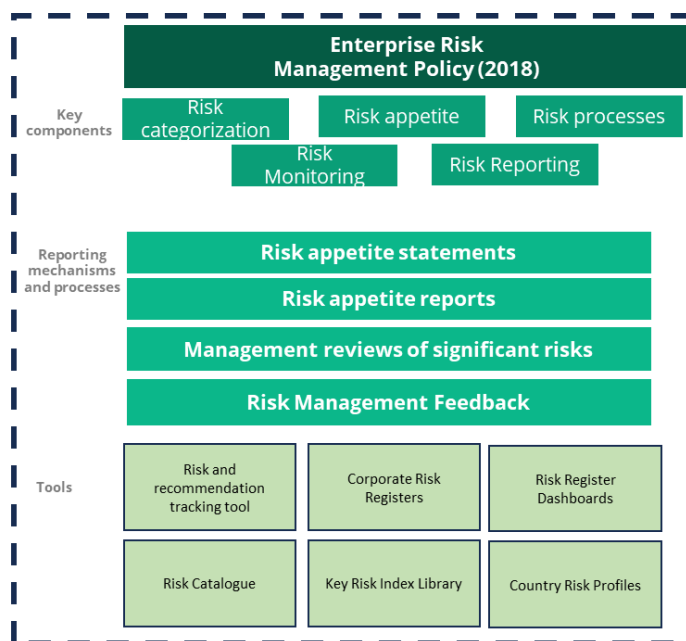
3.2. SCOPE OF THE EVALUATION

34. The evaluation will cover the Enterprise Risk Management policy (2018) focusing on its implementation mechanisms, including guidance, tools, technical capacity, resourcing, and the results that have been achieved related to risk management at all levels of the organization. The evaluation will cover the policy implementation period from 2018 to mid-2025 and is global in scope.
35. Risk management within WFP is multi-faceted. This evaluation will cover the range of risk management actions and related tools as outlined by the Policy and/or developed as part of WFP’s commitments to support and operationalize risk management. The guidance and tools on risk management that have been produced since 2018, and while not explicitly mentioned in the policy, are within the scope of the evaluation. The parameters of the policy, and hence the evaluation are set out in Figure 6.³⁴

³³ The impact scale includes the four risk categories and assess the impact based on the following: outcome and impact for strategic (including reputational) risks; operational continuity and resilience as well as safety and security for operational risks; legal/regulatory and fraud and corruption aspects for fiduciary risks; and monetary loss/deficit for financial risks. Impact scales range from negligible to critical.

³⁴ The evaluation will not focus on the Anti-Fraud and Anti-Corruption Policy (2021) or assess the Oversight framework or internal control framework. However, as described in section 4.1 the coherence and linkages of the ERM policy with other risk management dimensions within WFP will be assessed.

Figure 6: Scope of the Enterprise Risk Management policy



Source: OEV Elaboration based upon ERM Policy

4.4. Evaluation approach and methodology

4.1. EVALUATION QUESTIONS AND CRITERIA

36. The evaluation will address three high-level evaluation questions (EQs), which are standard for all WFP policy evaluations. Additional areas of enquiry are proposed below and will be shaped into evaluation sub-questions and detailed further in the evaluation matrix that will be developed by the evaluation team during the inception phase.
37. It is expected that, where appropriate, relevant JIU benchmarks for Enterprise Risk Management, and specific dimensions of the High Level HLCM Risk Management Maturity Model will be embedded in the evaluation matrix. These are indicated below (the full list of JIU Benchmarks and HLCM maturity dimensions are listed in section 1.2.1.)

EQ1: How good is the policy?

38. As referenced in section 1.2, previous exercises have assessed different aspects of the ERM policy. Among these, the external review of WFP's ERM policy, conducted by Baldwin Global, is a particularly important touchstone for this evaluation.³⁵ Building upon these assessments, the evaluation will assess the ERM Policy based upon **quality criteria**³⁶; and current developments in ERM. EQ1 will assess the quality of the policy in terms of:

³⁵ Baldwin Global. 2022. *Advisory Assignment Report on Enterprise Risk Management Review and Assessment* (internal document). The key findings and lines of enquiry are summarized in Annex III for reference.

³⁶ OEV has brought together quality criteria for WFP policies emerging from the Top 10 lessons for Policy Quality in WFP: WFP. 2017. *Top 10 Lessons for Policy Quality in WFP*. These lessons emerged after analysing ten policy evaluations conducted by the Office of Evaluation between 2008 and 2018. The note is intended to be of practical use when drafting new WFP policies by providing an overview of elements required for a good quality policy document. <https://www.wfp.org/publications/top-10-lessons-policy-quality-wfp>; and the WFP.2021. *Synthesis of Evidence and Lessons from WFP's Policy Evaluations (2011-2019)*. The synthesis presents six lessons based upon nine policy evaluations conducted between 2011-2019. <https://www.wfp.org/publications/synthesis-evidence-and-lessons-wfps-policy-evaluations-2011-2019>

Design and content
<ul style="list-style-type: none"> • Clarity of terminology, goal, and vision • Framework implementation and appetite (HLCM D1.1) • Internal coherence with other WFP policies, and the Strategic Plan [JIU Benchmark #1] • Consideration of risks related to cross-cutting issues (including gender, disability, and inclusion)
Provisions to enable quality and extent of policy implementation
<ul style="list-style-type: none"> • corporate leadership and management ownership. • corporate responsibilities and assigned accountabilities. • dissemination for staff awareness and ownership • results framework and monitoring and reporting systems. • an implementation plan and high-quality guidance. • financial resources, and human resources with the necessary skills and expertise

EQ2: What results has the policy achieved?

39. Building on the progressive assessments of the ERM policy's implementation, the evaluation will gather evidence of results that can be associated with policy implementation, and implementation of associated risk management processes, tools, and guidance. EQ2 assesses whether, where, and to what extent the vision for risk management, as articulated in the policy, has been achieved. EQ2 will explore results in terms of:

Vision for risk management
<ul style="list-style-type: none"> • The level of priority given to risk management i.e. (how seriously is risk identification, mitigation, and management taken and how is this determined?) • Integration of risk culture fostered by the “tone at the top” with full commitment from all organizational levels [JIU Benchmark 3] • In what ways a proactive risk management culture has been realized to anticipate and manage risk when it arises (e.g. identifying and managing interventions most at risk)³⁷ • In what ways WFP's programme design and implementation is informed by WFP's ERM [JIU Benchmark 5]
Policy uptake
<ul style="list-style-type: none"> • How well is WFP equipped to manage tensions and any risk-related trade-off, while ensuring delivery across WFP's operational environments (including tension with WFP's “get things done” mindset) • Extent to which the processes and systems to identify and manage risks – as envisaged by the policy – have informed adaptations for more effective delivery.³⁸
Risk categorization
<ul style="list-style-type: none"> • How risks are analysed, assessed, understood, and managed across and within country contexts and at different levels of WFP (e.g. Consistency and comparability) • Adequacy of the understanding and use of the different risk categories³⁹
Risk appetite
<ul style="list-style-type: none"> • How WFP's risk appetite is understood across and within country contexts • Use of risk metrics for decision making across WFP
Risk roles, responsibilities, and accountabilities
<ul style="list-style-type: none"> • Clarity of roles and responsibilities for risk management [JIU Benchmark #2] • Sufficiency of organisational structures to support risk management • Degree of accountability at country, regional, and HQ level for risk management • Extent of engagement of EB in ERM [JIU Benchmark 4]
Risk management processes

³⁷ WFP. 2023. Background Note for the Executive Board: WFP reinsurance plan

³⁸ This may include adaptations to ‘reach the people vulnerable to food insecurity and malnutrition while at the same time safeguarding resources, and engaging in a way that minimizes and contains risk while maintaining conformity with the humanitarian principles’ WFP. 2018. Enterprise Risk Management Policy cit., para 16.

³⁹ This may include reflecting on the extent to which the WFP's Risk Register Dashboard is used to capture the real-time evolution of operational and management realities and related risks.

- Clarity of processes for risk management and escalation of risks
- Clarity and consistency of risk-related reporting
- How ERM tools (e.g. risk register) support decision making and programming adaptation
- Functionality of information technology systems and tools for ERM [JIU Benchmark 7/HLCM D4]
- Efficiency of risk management processes at corporate, office and functional levels
- Coherence, and adaptability of WFP's risk management processes [JIU Benchmark 6]

EQ3: What were the enabling or hindering factors for results achievement?

40. The evaluation will analyse the internal and external incentives, triggers, bottlenecks and other factors that have been supporting or constraining the achievement of the observed changes and results (EQ2). It will look at explanatory factors linked to how the policy has been developed and implemented (EQ1). In particular:

- | Examples of enabling or hindering factors for results related to the policy |
|--|
| <ul style="list-style-type: none"> • The role of WFP's institutional enabling environment, including corporate culture and values [HLCM D6]. • Risk capabilities (competencies, capacity, reporting) [HLCM D5] • Availability of human and financial resources to support implementation of the policy • Adequacy and appropriateness of communication and dissemination of the ERM policy and risk management tools and guidance • Availability and quality of training plans for enterprise risk management [JIU Benchmark 8] • Use of data and evidence from previous reviews and assessment to improve ERM [JIU Benchmark 9] • Role/contribution of partnerships and inter-agency cooperation and coordination for systematic knowledge sharing and management of common and/or United Nations system-wide risks [JIU Benchmark 10] |

4.2. EVALUATION APPROACH AND METHODOLOGY

41. The evaluation will follow OEV's [Evaluation Quality Assurance System \(EQAS\) for Policy evaluations](#). OEV welcomes the use of diverse, participatory, and innovative evaluation methods. The evaluation team is expected to take a rigorous methodological approach to maximise the quality, credibility and use of the evaluation.
42. The methodology will systematically address the evaluation questions and sub-questions in a way that meets the dual purpose of accountability and learning, with an emphasis on the latter.
43. The methodology should demonstrate attention to impartiality and reduction of bias by relying on different primary and secondary data sources that are systematically triangulated (documents from different sources; a range of stakeholder groups, including beneficiaries; direct observation in different locations, etc.) and mixed methods (quantitative, qualitative, participatory etc.).
44. The methodology will consider any challenges to data availability, validity, or reliability, as well as budget and timing constraints. The evaluation questions, lines of inquiry, indicators, data sources and data collection methods will be brought together in an evaluation matrix, which will form the basis of the sampling approach and data collection and analysis instruments (desk review, interview guides etc.).
45. The evaluation team is required to ensure the quality of data (validity, consistency, and accuracy) throughout the data collection/analysis and reporting phases. The proposals should include examples of prior use of the methods chosen for analysis.
46. The methodology should be sensitive in terms of GEWE, equity, disability and inclusion, indicating how data collection methods will ensure the inclusion of women and marginalized groups.

Design elements

47. The following approach is indicatively proposed. OEV welcomes proposals that suggest alternative approaches or methods:

- The **testing and refining of a Theory of Change** for WFP’s Enterprise Risk Management. Drawing on the preliminary logic model presented in Figure 4 as a starting point, a ToC will be developed based upon the evidence gathered through the evaluation.
- A **substantial desk-based review** will be required to assess how risk is monitored and reported within WFP. This will require analysis of:
 - ❖ WFP’s policies and guidance materials for risk management
 - ❖ Corporate and administrative data and reporting (e.g. captured through WFP’s Risk Register Dashboard and Corporate Risk Register)
 - ❖ Reporting at regional, and at country level
 - ❖ Synthesis of WFP’s decentralized and centralized evaluations building on Annex IV
- **Key informant interviews** at HQ, regional and country levels with WFP staff and partners.
- **Targeted engagement of WFP risk management network** to engage risk management officers globally through focus group discussions or other means.
- **Country studies**, 5-6 in-person visits to country offices (and Regional Bureaux as applicable) and an additional 5-6 desk reviews. Together, these country level studies will enable data collection across the different contexts and risk profiles that WFP works in. A preliminary long list of countries has been identified in Table 6 The initial selection has considered geographic diversity, and specific risk dimensions (detailed further Annex V. Preliminary criteria for country selection/country selection matrix.

Table 6 : Indicative long list of countries for the evaluation coverage

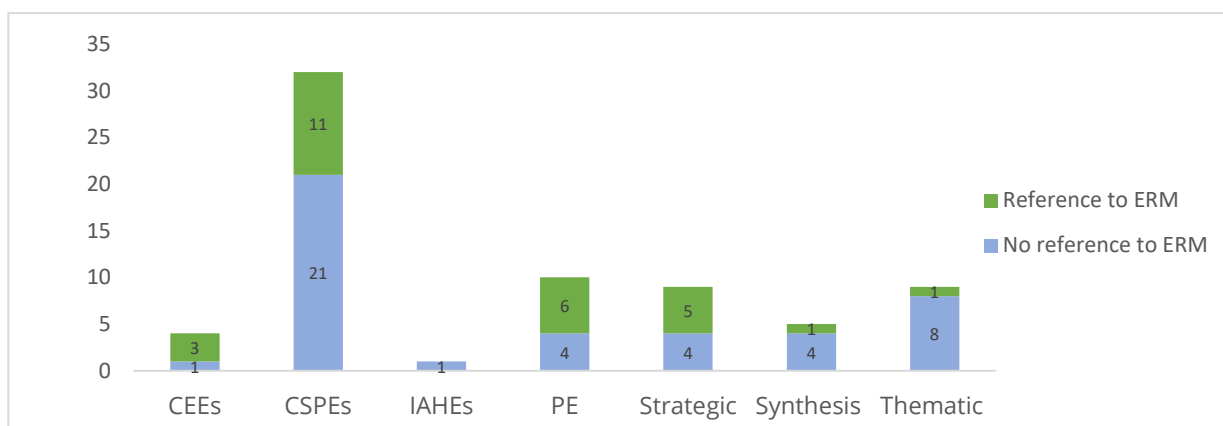
Region	Country
RBB	India, Myanmar, Timor-Leste
RBC	Jordan, Lebanon, Moldova
RBD	Burkina Faso, Gambia, Mauritania
RBJ	Malawi; Rwanda; Tanzania
RBN	Djibouti, South Sudan, Somalia
RBP	Bolivia, El Salvador, Haiti

48. To ensure the impartiality and credibility of the evaluation, findings will be systematically triangulated across different data sources and data collection methods. In line with the mixed methods approach of the evaluation, triangulation will analyse and interpret qualitative and quantitative data.

4.3. EVALUABILITY ASSESSMENT

49. This policy evaluation builds on several sources of secondary evidence (see paragraphs 14-15). Annex IV. provides a list of previous reviews, audits and evaluations of the ERM function. In particular, the 2022 Advisory Assignment Report on Enterprise Risk Management Review and Assessment by Baldwin Global is a key data source and reference point for this evaluation. Evaluations undertaken by the OEV have provided relevant findings related to WFP’s approach to enterprise risk management. While a more detailed explanation on available evidence is provided in Annex IV. Figure 7 below shows the availability of evidence on ERM in evaluations conducted from 2018-2023.

Figure 7 – Number of previously conducted evaluations referencing ERM from 2018 to 2023.



Source: OEV elaboration based on MIS data. Data extracted on February 10th 2024.

50. In addition, WFP has developed guidance, templates and ad-hoc reports on enterprise risk management integration for use at HQ, RB, and CO levels. Periodic risk assessments on country risk profiles are performed by the Risk Management Division both on a quarterly and yearly basis providing data on risks faced by WFP CO programmes, for benchmarking CO risk registers and risk management resources.
51. During the inception phase, the evaluation team will conduct an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. At this stage, a rapid evaluability analysis identified the following evaluability assessment considerations:
- Data available from checklists and reporting on ERM is both qualitative and quantitative. The qualitative data may pose challenges in the comparability of the data.
 - The corporate risk register dashboard provides an overview of the risk types, categories and areas faced by country offices, regional bureaux, and HQ divisions across different years (2019 – 2024). However, the frequency of data updates as well as the granularity of information provided, may vary across different country offices. In addition, the overall risk average seriousness may not be aligned to the country risk profile index score.
 - The Corporate Results Framework (CRF) does not include indicators related to the implementation of the Enterprise Risk Management. Some CRF indicators may provide a useful proxy for triangulating the risk assessment provided through risk management tools. For example, management results related to effectiveness in emergencies, workforce management, engagement in partnerships, and funding which are factors for risk management, and evidence and learning.
 - The limited availability of relevant CRF indicators may be compensated by the granularity of information provided in the Key Risks Indicators Library. This library details the 274 standardized risk indicators disaggregated by risk category, area, and types associated with commonly observed risks. Considering that the library is also aligned to the risk register dashboard, this may facilitate comparison of ERM integration across different programming and may provide a basis for analysis of the measures and proxies for analysis of each risk category. A brief overview of the available indicators by risk category is provided in Table 8 - Indicator availability by risk category within Annex III. Preliminary evaluability assessment
52. The evaluation team will review and assess these limitations and devise measures to mitigate them. Other evaluability challenges identified by the team during the inception phase will be discussed in the inception report together with appropriate mitigation measures where possible.

4.4. ETHICAL CONSIDERATIONS

53. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms. Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity,

respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.

54. The evaluation team and evaluation manager will not have been involved in the design, implementation or monitoring of the WFP enterprise risk management nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the 2020 UNEG Ethical Guidelines and the 2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations.
55. In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a confidentiality, internet and data security statement.

4.5. QUALITY ASSURANCE

56. WFP's Evaluation Quality Assurance System (EQAS) sets out processes with steps for quality assurance and templates for evaluation products based on standardized checklists. Quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.
57. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases. OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP's EQAS prior to submission of the deliverables to OEV.
58. All final evaluation reports will be subjected to a post hoc quality assessment by an independent entity through a process managed by OEV and whose results will be made public alongside the evaluation reports.

5.5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

59. In order to present the evaluation in the Annual 2025 EB session, the evaluation will be guided by the overall timeline set out in table 6, while Annex I includes more detailed steps.

Table 6 Summary timeline – key evaluation milestones

Main phases	Timeline	Tasks and deliverables
1. Preparation	March-June 2024	Final TOR Evaluation team and/or firm selection and contract Document review Briefing at HQ
2. Inception	June-August 2024	Stakeholder interviews Inception mission(s) Inception report
3. Data collection	September-December 2024	Data collection missions and exit debriefings Primary and secondary data collection
4. Reporting	Jan-March 2025	Report drafting and comments process Stakeholder workshop Final evaluation report Summary evaluation report (SER)
5. Dissemination	April-June 2025	SER editing/evaluation report formatting Management response and Executive Board preparation

5.2. EVALUATION TEAM COMPOSITION

Team leader

60. The team leader position requires a minimum of 15 years' experience in evaluation. Knowledge of different risk management systems and oversight mechanisms within the UN system is essential. Expertise in institutional analysis, governance reviews, and programme design will be an asset.
61. The primary responsibilities of the team leader will be:
 - setting out the methodology and approach in the inception report
 - guiding and managing the team during the inception and evaluation phases
 - overseeing the preparation of data collection outputs by other members of the team
 - consolidating team members' inputs to the evaluation products in line with agreed Centralized Evaluation Quality Assurance System (CEQAS) standards and agreed timelines.
 - representing the evaluation team in meetings with stakeholders

Team composition

62. A gender balanced and culturally diverse team of 3-5 people, including the team leader, will conduct the evaluation. The team should be interdisciplinary, with strong capacity in conducting global strategic evaluations, and organizational performance assessments. All team members must have experience with humanitarian and/or development contexts. The team should possess strong understanding of:
 - Organisational/institutional analysis
 - Risk management
 - Analysis of qualitative and quantitative data and information.
 - UN oversight and management structures,
 - Cross-cutting issues (Protection, Gender, Environmental Sustainability) in humanitarian and development activities
63. When conducting country studies, core team members should also be complemented by national expertise. The team members should be able to communicate clearly both verbally and in writing in English. The team should also have additional language capacities (French and Spanish).
64. The team should also include dedicated quality assurance support as referenced in section 4.5.

5.3. ROLES AND RESPONSIBILITIES

65. OEV is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the reference group.
66. The evaluation manager will be the main interlocutor between the team, represented by the team leader, the long-term agreement firm focal point, and WFP counterparts to ensure a smooth implementation process. The evaluation manager, Francesca Bonino, will be responsible for organizing the team briefing and the stakeholders' workshop; participating in the inception mission and supporting the preparation of the field mission; conducting the first-level quality assurance of the evaluation products (inception report and evaluation report); soliciting WFP stakeholders' feedback on draft products, and writing the summary evaluation report (SER).
67. An internal reference group (IRG) will be established to comprise key stakeholders across WFP (see Annex II for the composition). IRG members will be asked to review and comment on draft inception report and final report; provide inputs during evaluation briefings, be available participate in a stakeholder workshop to discuss the emerging evaluation conclusions and draft recommendations.
68. Judith Friedman, Senior Evaluation Officer, will conduct the second-level quality assurance of all evaluation products, while Silvia Pennazzi Catalani, Research Analyst, will provide research support throughout the evaluation. The Deputy Director of Evaluation (DDOE), Julia Betts, will approve the final evaluation products and the Director of Evaluation, Anne-Claire Luzot will present the SER to the WFP Executive Board for consideration.

5.4. SECURITY CONSIDERATIONS

69. Security considerations will vary depending upon the nature of the context and the nature of the contracting arrangements with WFP.
70. As an 'independent supplier' of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP CO registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE and SSAFE) and attending in-country briefings."

5.5. COMMUNICATION

71. It is important that evaluation reports are accessible to a wide audience contributing to the credibility of WFP, through transparent reporting and the utility of evaluations.
72. All policy evaluation products will be produced in English. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal.

5.6. BUDGET

73. The evaluation will be financed from Programme Support (PSA) budget. The offer will include a detailed budget for the evaluation, including consultant fees, travel costs and other costs (interpreters, software licences, etc.).

Annex I. Detailed timeline

	Timeline	By whom	
Phase 1 – Preparation			Mar–May 2024
	Contracting evaluation team/firm	EM	End May / early June
	Establishment of governance structure	EM	End May / early June
Phase 2 – Inception			May–Aug 2024
	Team preparation prior to HQ briefing (reading docs)	Team	June 2024
	HQ briefing (WFP Rome)	EM+Team	17–21 June 2024
	Submit draft IR to OEV	TL	19 July 2024
	OEV quality assurance and feedback	EM	23 July 2024
	Submit revised draft IR (D1) to OEV	TL	30 July 2024
	OEV quality assurance	EM	06 August 2024
	Share IR with IRG for their feedback	EM	08 August 2024
	Deadline for IRG comments	IRG	3 September 2024
	OEV consolidate all comments in matrix and share them with TL	EM	4 September 2024
	Submit revised IR (D2)	TL	10 September 2024
	Circulate final IR to WFP stakeholders FYI; post a copy on intranet	EM	13 September 2024
Phase 3 – Data collection			Sep–Nov 2024
	Fieldwork (Sept–Oct) & desk review. Field visits & internal briefings with CO and RB (ppt) after each country visit	Team	Mid-Sept early November 2024
	Overall debriefing with HQ, RB and COs staff (ppt)	EM+TL	Mid-November 2024
Phase 4 – Data analysis and reporting			Nov 2024–Mar 2025
Draft	Submit draft ER to OEV	TL	04 December 2024
	OEV quality feedback sent to the team	EM	10 December 2024
Draft	Submit revised draft ER to OEV	TL	20 December 2024
	OEV to provide an additional round of comments	EM	07 January 2025
Draft	Submit revised draft ER (D2) to OEV based on OEV comments	TL	13 January 2025
	Submitted to DDoE for clearance for circulation to WFP	DDoE	15 January 2025
	Shared ER with IRG, ERG, Expert panel for feedback	EM	17 January 2025
	Stakeholder workshop	EM/TL	21–22 January 2025
	OEV consolidate all WFP's comments (matrix) and share them	EM	03 February 2025
Draft	Submit revised draft ER (D3)	TL	10 February 2025
SER	Prepare draft SER	EM	14 February 2025
	Quality assurance	DDoE	18 February 2025
	Submit revised SER	EM	21 February 2025
	Seek Deputy DoE clearance to send SER to senior management	EM	25 February 2025
	OEV sends and discusses SER comments to team for revision	EM	14 March 2025
Draft	Submit final draft ER to OEV	TL	22 March 2025
	Seek final approval by DoE/DDoE. Clarify last points/issues w/ ET	EM+TL	29 March 2025

Phase 5 - Dissemination and follow-up			Apr-Jun 2025
	Submit SER to EB Secretariat for editing and translation	EM	01 April 2025
	Dissemination, OEV websites posting, EB Round Table Etc.	EM	27 May 2025
	Presentation of SER to the EB	DoE	23-27 June 2025
	Presentation of management response to the EB	RMD	23-27 June 2025

Annex II. Composition of the internal reference group

The table below presents the proposed membership of the evaluation Internal Reference Group. Expected roles, and type of engagement of IRG members are outlined in section 5.3 of the Terms of Reference.

Division, Office, Bureau	IRG focal point
Policy owner entity: Risk Management Division	Harriet Spanos nominated by Salvador Dahan
Other HQ Divisions	
Emergency Coordination	Samer Abdeljaber
Office of the Chief Financial Officer	Maryna Mananikova
Global Privacy Office	Carmen Casado
Legal Division	John Graham
Ethics Office	Deidre Walker
Programme Policy and Guidance	Edith Heines
Delivery Assurance	Cheryl Harrison
NGO Partnerships Unit	Veronique Sainte-Luce
Human Resources- Operations Services	Fetlework Asseged
Security	Maria Montalvo
Technology	Anna Miroshnichenko
Private Partnerships	Rasmus Egdal
Office of the Inspector General (*)	Helge Østtveiten
Regional Bureaux	
Bangkok	Anita Hirsch
Cairo	Rawad Halabi
Dakar	Evelyn Etti
Johannesburg	Lassana Coulibaly
Nairobi	Dragica Pajevic
Panama	Saira Cutrone, nominated by Sheila Grudem

(*) OIG representation in the Internal Reference Group is in an advisory capacity.

Annex III. Preliminary evaluability assessment

A) Mapping of evaluative evidence

A preliminary analysis was conducted of country strategic plan evaluations, corporate emergency response evaluations, policy evaluations and strategic evaluations finalized between 2019 and 2023. Overall, this preliminary analysis highlighted that:

- A total of 26 centralized evaluations have at a least a single reference to Enterprise Risk Management in WFP's different programmes. The reference may be direct or indirect (not specifically included in the lines of inquiry or evaluation questions, but still emerging from findings)
- 6 evaluations (2 CEE, 1 PE and 3 CSPEs) have explicitly included Enterprise Risk Management in their lines of inquiry or evaluation questions. Although not specifically included in the lines of inquiry, 13 evaluations reference to enterprise risk management in their findings, lessons learned and, in some cases, even in the recommendations. The strongest reference to risk management in previous evaluations has been encountered in the Policy Evaluation of WFP's Capacity to respond to emergencies and in the Evaluation of WFP response to COVID-19.

As referenced in section 1.2.1, the main findings refer to (i) enhancement of coherence across different risk management tools (ii) lack of cross cutting issues integration into the ERM framework (iii) challenges in balancing ERM and no-regrets policy. The table below provides a list of the evaluations with evidence on enterprise risk management, breaking down by the type of reference provided. A reference is intended to be "strong" when ERM is either included in the lines of inquiry or has specific sections dedicated to it. A "regular" reference occurs when Enterprise Risk Management is referenced and emerges in the findings. A "weak" reference is intended when ERM is referenced but not further elaborated in the evaluation. Finally, "indirect" reference refers evaluations where there is no specific reference to ERM but to risks, tools or process that are related to it. The evaluations with the strongest references are highlighted in green in the table below.

Table 7 – Mapping of evaluative evidence

Evaluation Title	Type of Reference			
	Regular	Strong	Weak	Indirect
Afghanistan: An evaluation of WFP's Country Strategic Plan (2018-2022)	X			
Bangladesh WFP Country Strategic Plan 2016-2019		X		
Evaluation of China WFP Country Strategic Plan (2017-2021)	X			
Evaluation of Democratic Republic of the Congo Interim Country Strategic Plan 2018-2020	X			
Evaluation of Indonesia WFP Country Strategic Plan 2017-2020				X
Evaluation of Mauritania WFP Country Strategic Plan (2019-2023)				X
Evaluation of South Sudan WFP Interim Country Strategic Plan 2018-2021	X			
Evaluation of Tanzania WFP Country Strategic Plan 2017-2021				X
Evaluation of the WFP Country Strategic Plan in Sri Lanka 2018-2022				X
Evaluation of the WFP Response to the COVID-19 Pandemic		X		
Evaluation of the WFP's Regional Response to Syrian Crisis (2015-2017)		X		
Evaluation of Timor-Leste WFP Country Strategic Plan 2018-2020	X			
Evaluation of WFP's Disaster Risk Reduction Management and Climate Change Policies	X			
Evaluation of WFP's Policy on Country Strategic Plans				X
Evaluation of WFP's Policy on Humanitarian Protection	X			
Funding WFP's Work	X			
Gender Policy Evaluation	X			
Lebanon WFP Country Strategic Plan 2018-2021	X			

Evaluation Title	Type of Reference			
	Regular	Strong	Weak	Indirect
Strategic Evaluation of the Country Strategic Plans Pilots				X
Strategic Evaluation of WFP's Support for Enhanced Resilience			X	
Synthesis report of WFP's country portfolio evaluations in Africa (2016–2018)			X	
Thematic Evaluation of Cooperating Partnerships in the Eastern Africa Region, 2016-20			X	
WFP corporate emergency response in northeast Nigeria	X			
WFP's Role in Peacebuilding in Transition Settings	X			
WFP's Use of Technology in Constrained Environments	X			
WFP's Capacity to Respond to Emergencies		X		
WFP's Policies on Humanitarian Principles and Access in Humanitarian Contexts: A Policy Evaluation	X			
Grand Total	14	4	2	6

Source: OEV elaboration based on MIS data. Data extracted on February 8th 2024.

B) Overview of available indicators by risk category and area

As indicated in para 71, Key Risks Indicators Library presents a detailed compendium of 274 standardized risk indicators disaggregated by risk category, area, and types associated with commonly observed risks. This can be used as a basis for analysing which measures and proxies may be used to analyse each risk category and area.

Table 8 - Indicator availability by risk category⁴⁰

Risk area	Overall number of indicators
Strategic	115
1.1 Programme	39
1.2 External Relationships	16
1.3 Context	41
1.4 Business Model	19
Operational	257
2.1. Beneficiary Health, Safety & Security	52
2.2 Partners & Vendors	71
2.3 Assets	23
2.4 IT & Communications	26
2.5 Business Process	21
2.6 Governance & Oversight	64
Financial	25
4.1 Price Volatility	10
4.2 Assets & Investments	15
Fiduciary	232
3.1 Employee Health, Safety & Security	40
3.2 Breach of Obligations	31
3.3 Fraud & Corruption	161

Source: Country Risk Index Library. Data extracted on 11/03/2024.

⁴⁰ Please note that some indicators maybe repeated across different risk areas, creating duplications. Unique Indicator values is 274.

Annex IV. Assessments of Enterprise Risk Management since 2017

Year	Title of assessment	Purpose and lines of enquiry	Key findings
2017	Internal Audit of the Operationalization of WFP's ERM	The audit assessed whether ERM processes and procedures in WFP: 1. Established a consistent risk-management framework through which risks can be identified, 2. Analysed and addressed, and accountability assigned 3. Facilitated risk-informed decision-making where decisions to engage are based upon analyses of the benefits of engagement and the costs of risk mitigation? 4. Allowed WFP to communicate with partners and stakeholders about the level of risk it is prepared to accept, and to be proactive in taking decisions on sharing risk and developing joint mitigation actions?	<ul style="list-style-type: none"> - ERM is designed with a clear link to performance management. - While risk management practices applied are in line with WFP's policy, in day-to-day operations these take an informal approach, often without documentation or consolidation These siloed efforts (although aligned in principles and language with corporate Enterprise Risk Management policy) contribute to a fragmented, instead of a comprehensive, visibility of WFP's risk exposure - Scope for improvement in Leadership and accountability; and internal and external communication.
2019	Assessment of WFP's risk maturity using the High-Level Committee on Management Maturity model	The assessment rates the level of risk maturity, at different levels of the organization (i.e. corporate, HQ division, regional bureau, country office), in six substantive areas (i) Enterprise Risk Management (ERM) Framework and Policy; ii) Governance and Organisational Structure; iii) Process and Integration ; iv) Systems and Tools; v) Risk Capabilities; vi) Risk Culture).	The assessment found that WFP had an 'established' maturity level in four out of six areas at HQ corporate, and variable levels of maturity across HQ Divisions, Regional Bureaux and the 26 Country Offices included in the assessment.
2020	JIU Enterprise risk management: approaches and uses in UN system organizations	The review assessed agencies against a benchmarking framework established for UN agencies. It provides an assessment of the progress made since the last review, the status of implementation, utilization and integration of ERM practices across all 28 JIU participating organizations, as well as to identify good practices and lessons learned to guide ongoing and future initiatives.	WFP is highlighted for the following practices: <ul style="list-style-type: none"> - Policy revision to operationalize ERM - Proactive support was provided through creation of a risk officer - Risk appetite statement (one of 6 organizations out of 28 agencies assessed to have a risk appetite statement) - One of three organizations to use a commercial, off-the-shelf software for ERM - WFP developing a single platform to cover risk assessment at country, regional and global levels, together with oversight recommendations - Widely used three lines of defense training - One of three organizations to have a frequency for audit of ERM
2021	External Audit Report on WFP' Oversight by Management	Assessed adequacy and effectiveness of oversight mechanisms. Its main objectives were to examine: 1. the second line oversight mechanisms used by management, and their effectiveness;	<ul style="list-style-type: none"> - Found that there was a need to clarify and standardize the concept of oversight

Year	Title of assessment	Purpose and lines of enquiry	Key findings
		<p>2. the complementarity and coherence between second line control measures and the activities of third line functions; and</p> <p>3. the efficiency of oversight mechanisms in the second and third lines, including the use of technology in supporting oversight effectively</p>	<ul style="list-style-type: none"> - Need to reposition ERM at a level better suited to the role it plays in respect of risk management. - Need for high-risk issues be defined and, when referred to in the oversight reports of regional bureaux, systematically escalated to headquarters and subject to centralized monitoring
2021	<p>Advisory Assignment Report on Enterprise Risk Management Review and Assessment</p> <p>[Baldwin Global]</p>	<p>Purpose to Assess WFP's ERM Maturity; Assess the effectiveness of WFP's ERM Policy in guiding the risk management process; Establish realistic targets for improvement and maturity enhancement</p>	<ul style="list-style-type: none"> - Policy is comprehensive and well written but risk appetite statements could be made more specific for application in operations - -value added to operations and functions could be better explained. - ERM Policy, should maintain the risk appetite guidance for the 4 risk categories but WFP could be more specific in stating its inherently high-risk tolerance for risks associated with crisis situations requiring emergency operations to relieve hunger. WFP could summarize the Policy for communication and explanation purposes, and ease of reference in operations.
2024	<p>MOPAN Assessment</p>	<p>Element 1: Organisation has/uses, a system to identify, monitor and manage risks, with clear lines of responsibility for decision making and accountability, including effective escalation processes</p> <p>Element 2: Risks covered by the system include contextual, programmatic and institutional risks</p> <p>Element 3: Risk tolerance/appetite levels are set at appropriate level, monitored, and used effectively to inform risk management and escalation. The organization's risk tolerance/appetite is communicated to all staff</p> <p>Element 4: Risk management process factors in "the risk of doing nothing" and does not lead to risk aversion</p>	<ul style="list-style-type: none"> - Satisfactory rating: - WFP has a well-developed risk management system, which has been strengthened over the assessment period. - WFP has in place a range of policies, tools and frameworks to manage risks and has a risk appetite statement setting out tolerances for strategic, financial, operational and fiduciary risks. - Mixed views on whether the Ethiopian aid diversion incident has led to an appropriate tightening of risk management or tilted WFP's risk appetite too much towards risk aversion. -

Annex V. Preliminary criteria for country selection/country selection matrix

The evaluation will conduct country level data collection to assess the relevance, extent of implementation and any results generated by the policy in different contexts, as well as explanatory factors.

Table 9 describes the criteria used in identifying a preliminary long list for the evaluation. An additional consideration for country selection is the status and volume of recent or ongoing audits or evaluations (centralized and decentralized). As indicated in section 4.2, the evaluation envisages 5-6 country visits to COs and/or regional bureaux with an additional six countries engaged in a desk review. The design, coverage and role of these country visits will be further explored during the inception stage.

Table 9 – Criteria for country selection

Initial criteria for country selection	
Geographic and context information	
Geographic balance	Ensure coverage across the six WFP regions. At least three countries per region targeted by different evaluation data collection activities
Income classification	Ensure coverage across countries with different level of development
WFP General Information	
CO Size	Budget level information and number of CO Staff
WFP policy on ERM – specific criteria	
Country Risk Index Score	Ensure a balance of representation across different country risk scores (high, medium, low)
Risk Category	Ensure representation of all risk categories in the section of countries
Number of Cooperating Partners (CP)	WFP's work through cooperating partners is a key determinant to how WFP manages risk. An overall average of the number of CPs across all country contexts was calculated and the overall proportion of CPs is based upon whether that number is above or below the average for all CO.
Risk Officer (RO) coverage	Ensure visibility of countries with Full time ROs and part time RO
Global Assurance Plan	Ensure to include at least 6 countries (1 per region minimum) that are included in the annual ED Assurance plan

Based on these criteria, a mapping of countries is provided in the table below

Table 10 - Breakdown of criteria by proposed countries

Region	Country	Average risk (Risk Register)	Key Risk Index	Office Size	Proportion of CPs	Income classification	Global Assurance Plan	Risk Officer presence	Risk types Reported in the RR
RBB	India	8,82	Low	Medium	Low	Lower middle income	No	Part time	All
	Myanmar	11,82	High	Large	Medium	Lower middle income	Yes	Part time	All
	Timor Leste	12,77	Low	Small	Low	Lower middle income	No	Part time	All
RBC	Jordan	8,61	Medium	Medium	Low	Upper middle income	Yes	Full time	All
	Lebanon	10,46	High	Medium	Low	Upper middle income	Yes	Full time	All
	Moldova	12,24	Low	Small	Low	Middle income	No	Part time	All

Region	Country	Average risk (Risk Register)	Key Risk Index	Office Size	Proportion of CPs	Income classification	Global Assurance Plan	Risk Officer presence	Risk types Reported in the RR
RBD	Burkina Faso	12,7	High	Large	Medium	Low income	Yes	Full time	All
	Gambia	12,28	Low	Small	Low	Low income	No	Part time	All
	Mauritania	9,79	Medium	Medium	Low	Lower middle income	No	Part time	All
RBJ	Malawi	13,6	High	Medium	Low	Low income	Yes	Full time	All
	Rwanda	10,5	Low	Medium	Low	Low income	No	Part time	All
	Tanzania	9,6	Medium	Medium	Low	Lower middle income	No	Part time	All
RBN	Djibouti	13,09	Low	Medium	Low	Lower middle income	No	Part time	All
	South Sudan	14,64	High	Large	Large	Low income	Yes	Full time	All
	Somalia	14,13	High	Large	Low	Low income	No	Full time	All
RBP	Bolivia	11,95	Low	Small	Low	Lower middle income	Yes	Part time	All
	El Salvador	13,04	Medium	Small	Low	Lower middle income	No	Part time	All
	Haiti	11,95	High	Medium	Medium	Lower middle income	Yes	Full time	All

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Annex VII. Acronyms and abbreviations

AAP	Accountability to Affected Populations	RBB	Regional Bureau Bangkok
AFAC	Anti-Fraud Anti-Corruption	RBC	Regional Bureau Cairo
AR	Audit Report	RBD	Regional Bureau Dakar
BSAFE	UNDSS Security Training	RBJ	Regional Bureau Johannesburg
CAS	Corporate Alert System	RBM	Results Based Management
CBT	Cash based transfer	RBN	Regional Bureau Nairobi
CEE	Corporate Emergency Response Evaluation	RBP	Regional Bureau Panama
CEQAS	Centralized Evaluation Quality Assurance System	REP	Report
CO	Country Office	RMDA	Donor Review Branch
COSO	Committee of Sponsoring Organizations of the Treadway Commission	RMDR	Risk Management and Accountability Branch
CP	Cooperating Partners	RMDS	Risk Systems Branch
CPP	Corporate Planning and Performance Division	RMPP	Results Management and Performance Planning
CRF	Corporate Results Framework	RO	Risk Officer
CSPE	Country Strategic Plan Evaluation	SER	Summary Evaluation Report
EB	Executive Board	SG	Secretary General
ED	Executive Director	SOP	Standard Operating Procedures
ED	Executive Director	SSAFE	Security Safety Training
EM	Evaluation Manager	TL	Team Leader
EQ	Evaluation Questions	TOR	Terms of Reference
EQAS	Evaluation Quality Assurance System	UN	United Nations
ERG	Evaluation Results Group	UNEG	United Nations Evaluation Group
ERM	Enterprise Risk Management	UNFPA	United Nations Population Fund
GEWE	Gender Equality and Women's Empowerment	UNICEF	United Nations Children Fund
HQ	Headquarter	WFP	World Food Program
IR	Inception Report		
IRG	Internal Reference Group		
IT	Information Technology		
JIU	Joint Inspection Unit		
KRI	Key Risk Indicators		
MIS	Management Information System		
OED	Office of the Executive Director		
OEV	Office of Evaluation		
PE	Policy Evaluation		
PSA	Program Support Budget		
RA	Research Analyst		
RB	Regional Bureau		