

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

Summary Terms of Reference



World Food Programme

SAVING LIVES
CHANGING LIVES

Policy evaluations focus on a WFP policy and the guidance, arrangements, and activities that are in place to implement it. They evaluate the quality of the policy, its results, and seek to explain why and how these results occurred.

Subject and focus of the evaluation

The WFP Policy on Enterprise Risk Management (ERM) was approved by WFP Executive Board in November 2018. 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 ERM Policy sets WFP's **vision for risk management** which encompassed three aims:

- (i) **maintain a consistent risk management framework** through which risks can be identified, analysed, addressed, escalated and roles and accountabilities assigned
- (ii) **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
- (iii) establish a **culture where risk management is linked to implementing WFP's Strategic Plan and considered proactively in operational decision making**

Objectives and users of the evaluation

This policy evaluation serves the dual objectives of accountability and learning, with a focus on the latter.

Accountability - The evaluation will assess the quality of the policy and the results achieved since the policy was approved. The associated guidance and activities rolled out to implement the policy will also be considered. A management response to the evaluation recommendations will be prepared and the actions taken in response will be tracked over time.

Learning - The evaluation will identify the reasons why expected changes have occurred or not, draw lessons and, as feasible, derive good practices and learning around further implementation and eventual development of new policies and/or strategies.

The evaluation will cover the period from October 2018 when the policy was approved, to the end of 2024.

Primary stakeholders and target users of the evaluation results include: the Office of the Deputy Executive Director and Chief Operating Officer; the Risk Management Division; the Office of the Inspector General; the Office of the Chief Financial Officer; the Legal Office; Ethics Office; the Workplace and Management, and the Programme Operations Departments. 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.

Key evaluation questions

The evaluation will cover the Enterprise Risk Management policy 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 address the following three key questions:

QUESTION 1: How good is the WFP Enterprise Risk Management policy?

The evaluation will assess the quality of policy design process and content (including internal and external coherence, clarity of goals and vision, considerations of risks related to cross-cutting issues such as gender, disability and inclusion), as well as the extent to which the policy and any accompanying plan for implementation integrated provisions for enabling a quality and comprehensive roll-out including aspects such as (i) **corporate leadership and management ownership**, (ii) **corporate responsibilities and assigned accountabilities**, (iii) **adequate financial and human resources**.

QUESTION 2: What results has the policy achieved?

The evaluation will assess whether, where, and to what extent the vision for risk management has been achieved. Building on previous assessments of the policy implementation and the JIU benchmarks, the evaluation will explore results from different angles focusing on:

- **vision for risk management** considering the level of priority given to risk identification, mitigation and management, the integration of risk culture in terms of risks anticipation and program design.

- **policy uptake** considering how well WFP manages tensions and risks while ensuring effective delivery across its operational environments, and how effectively the evidence derived from risks identification and risk monitoring systems informs program delivery and design.
- **risk categorization and appetite** considering whether and how risks are consistently identified, assessed and understood in a consistent and comparable way across different contexts.
- **risk roles, responsibilities and accountabilities** considering clarity of roles and responsibilities for risk management and the related degree of accountability across the different organizational levels.
- **risk management processes** considering whether the policy has established clear processes for risk management and risk escalation for the effective utilization of ERM tools for decision-making and programme adaptation.

QUESTION 3: What were the enabling or hindering factors for results achievement?

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. It will look at explanatory factors linked to how the policy has been developed and implemented, such as risk capabilities, use of data and evidence from previous reviews and assessments, availability of human and financial resources to support the policy implementation.

While having a strategic, global outlook, the evaluation will zoom in to a purposefully selected number of countries to represent the wide spectrum of ERM implementation in different contexts. Country missions for data collection purposes will help generate evidence that will be systematically triangulated with different types of primary and secondary data sources to support evaluation conclusions and recommendations.

The evaluation will conform to WFP and 2020 UNEG ethical guidelines. 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 in no harm to participants or their communities.

Roles and responsibilities

EVALUATION TEAM: The evaluation will be conducted by a team of independent consultants with strong capacity in undertaking complex global, policy evaluations. The team will also have expertise in risks management and

institutional analysis as well as experience with conducting evaluations in the UN system.

OEV EVALUATION MANAGER: The evaluation is managed by WFP Office of Evaluation with Francesca Bonino as evaluation manager and Silvia Pennazzi Catalani providing research and data analysis support. Second-level quality assurance will be provided by Judith Friedman, Senior Evaluation Officer, while the Deputy Director of Evaluation, Julia Betts, will approve the final evaluation products and present the Summary Evaluation Report to the WFP Executive Board for consideration.

An **Internal Reference Group (IRG)** of a cross-section of WFP stakeholders from relevant business areas at different WFP levels has been established. The IRG will be consulted throughout the evaluation process to review and provide feedback on draft evaluation products including the final recommendations.

STAKEHOLDERS: WFP stakeholders at country, regional and HQ level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as government, donors, implementing partners and other UN agencies will also be consulted.

Communication

The Evaluation Manager will consult with stakeholders during each of the evaluation phases. Preliminary findings will be shared with WFP stakeholders in Headquarters, the Regional Bureaux and the Country Offices, during a debriefing session at the end of the data collection phase. A stakeholder workshop will be held in early 2025 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by stakeholders. Evaluation findings will be actively disseminated, and the final evaluation report will be publicly available on WFP's website.

Timing and key milestones

Inception Phase: July – September 2024

Data collection: October 2024 – December 2024

Analysis and reporting: January-March 2025

Stakeholder Workshop: March 2025

Executive Board: June 2025