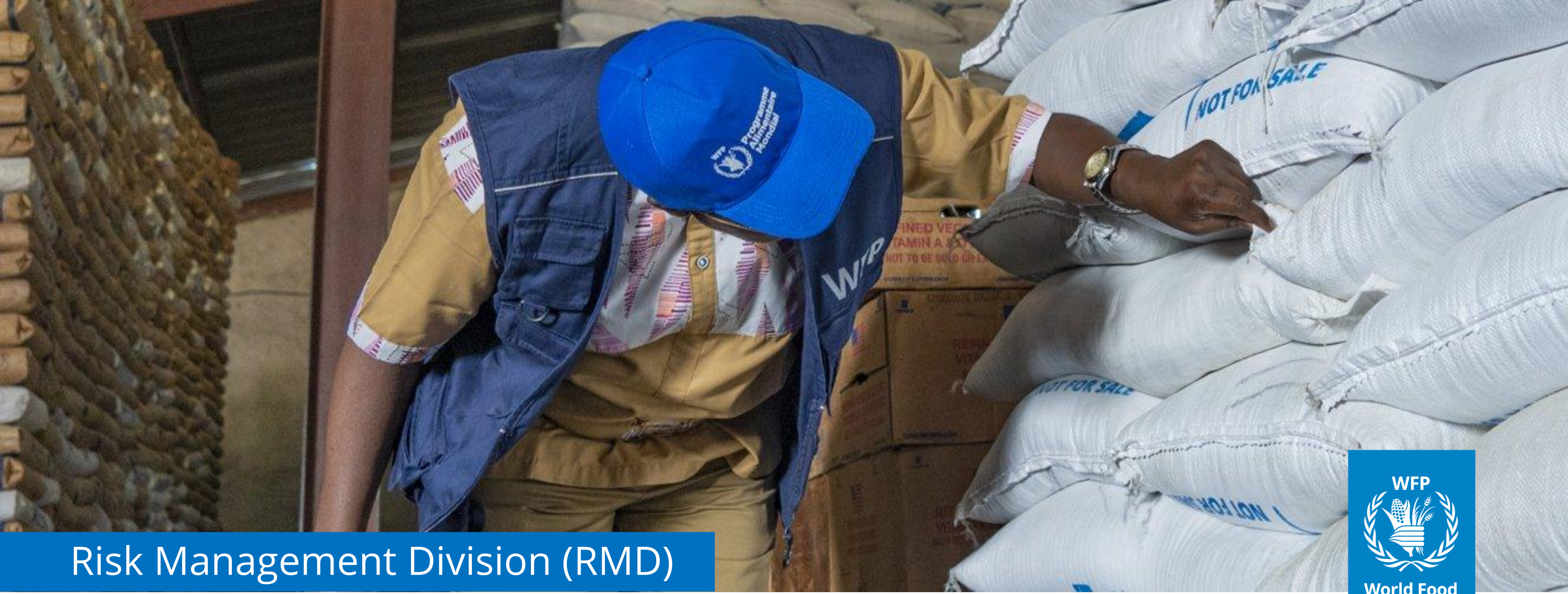

Risk Management Division (RMD)

WFP
World Food Programme

SAVING LIVES
CHANGING LIVES

Round Table on evaluation reports and management responses

WFP management response to the recommendations from the summary report on evaluation of WFP’s enterprise risk management policy (2018)

2025 October

Recognizing progress and addressing key gaps

Significant progress since 2018

- Risk registers, appetite statements and reporting processes established
- Risk awareness and leadership commitment improved
- ERM structured and governance strengthened

Areas for improvement

- Clarify policy logic, risk appetite, and escalation
- Deepen risk culture and staff ownership
- Strengthen digital tools and integration
- Improve resourcing and external transparency

Milestones

October 2026	R2 system and risk catalogues launched and updated
December 2026	Develop Theory of Change
December 2027	External stakeholder engagement strengthened
December 2027	ERM Policy update
June 2028	Risk Management Cycle guidance update
June 2028	Disseminate guidance to embed ERM in WFP policies
December 2028	Learning programmes updated and launched

Recommendation and action plan (1, 2, 3)

Recommendation	WFP Response
1.1 Revise ERM Policy to address gaps, clarify internal logic, and ensure support during roll-out **1.2** Strengthen and disseminate mechanisms and guidance to support revised ERM Policy implementation **1.3** Ensure that revised ERM Policy facilitates greater policy coherence	**WFP agrees.** • Develop a Theory of Change to inform the new ERM Policy - **Dec 2026** • Revise the ERM Policy - **Dec 2027** • Strengthen and disseminate guidance risk management lifecycle guidance - **Jun 2028** • Hold active Policy Committee role and provide guidance on how to embed risk management principles across WFP policies - **Jun 2028**
2.1 Promote and incentivize ERM ownership • Reflect ERM in development and learning programmes • Expand coverage and encourage uptake of ERM training • Establish explicit targets for ERM training monitoring	**WFP agrees.** • Update the relevant Risk Management learning programmes - **Dec 2028** • Launch global training campaign - **Dec 2028** • Track/report risk management training and learning initiatives - **Mar 2027**
3.1 Strengthen ERM tools and update the risk catalogue	**WFP agrees.** • Roll out a new integrated risk management system (R2) - **Jun 2026** • Update risk catalogue - **Oct 2026**

Recommendation and action plan (4, 5)

Recommendation	WFP Response
4.1 Enhance links between risk management, programme planning, and operational decision-making (leveraging IT) **4.2** Clarify risk accountabilities in business processes and policy areas	**WFP agrees.** • Update human and financial resource allocation criteria - **Dec 2027** • Issue advisory notes to guide CDs and GHQ on Risk Officers' roles, performance objectives, and appraisal indicators - **Dec 2027** • Review Risk Officers' terms of reference - **Dec 2027**
5.1 Strengthen transparency and dialogue with donors/partners on risk appetite and residual risk **5.2** Enhance guidance for risk sharing with host governments	**WFP agrees.** • Update WFP's guidance for sharing risk information - **Dec 2026** • Support will be provided to country offices to embed risk protocols into strategic partnerships via the Partnership OneStopShop platform - **Dec 2026**

"**Together**, we will continue to strengthen WFP's Enterprise Risk Management system – keeping it practical, trusted, and useful to support sound decisions and achieve better outcomes for the people we serve."

Thank you.