WFP EVALUATION

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

WFP Executive Board – November 2025

WFP
World Food Programme

SAVING LIVES
CHANGING LIVES

Enterprise Risk Management Policy objectives

1 Establish & maintain consistent **risk management framework**

2 Establish **culture of risk management**

3 Achieve common understanding of **WFP's risk appetite**

Conclusion 1: Quality of the policy

Strong

- Clearly informed by evidence
- Clear risk categorization
- Well-aligned with UN frameworks
- Stable resourcing until 2024

Moderate or low

- Limited coherence with other WFP policies and integration of cross-cutting themes
- Gaps in definition of *risk appetite* and *risk escalation processes*

Conclusion 2: Risk management culture

- **Enhanced risk culture in WFP** evidence in better-integrated ERM functions and sustained senior leadership attention
- **ERM is becoming everyone's business** but could be better reflected in staff roles and responsibilities
- **Some shortcomings with trust and positive incentives** for risk reporting

Conclusion 3: Policy implementation results

Risk informed decision-making has improved across WFP:

- clearer and more consistent risk identification, risk assessment, risk monitoring

Persisting challenges:

- managing risk escalation
- managing out-of-appetite risks

Conclusion 4: ERM contribution to WFP's performance

- **Positive role of risk officers** for enhancing risk-informed decision-making
- Corporate & strategic planning processes are highly-risk informed
- Missed opportunities to **better link CSP development & risk analysis** and integrate ERM and planning via IT platform
- More clarity needed on ERM roles & responsibilities across functions

Conclusion 5: Risk sharing with external partners

- Overall improvements in WFP's interactions with stakeholders

However:

- **Risk sharing** with governments & partners lacks formalization or clear dialogue on risk appetite and residual risk
- Insufficient attention paid to the **role & contribution of cooperating partners** in risk management

Conclusion 6: ERM and Humanitarian Principles

- There can be **tensions but no contradictions between Humanitarian Principles & ERM**
- Adhering to humanitarian principles can strengthen risk mitigation
- Trade-offs can exist between the drive for rapid delivery, & principled, risk-informed decision making

Conclusion 7: Resourcing for ERM

- Limited funding may constrain quality of *risk assessment*, *risk monitoring*, and comprehensiveness of *risk mitigation*
- Current funding outlook may change WFP's risk appetite

Recommendations

1 Revise, update & consolidate the **Enterprise Risk Management Policy** and accompanying guidelines

2 Take steps to further strengthen the **ERM culture within WFP**

3 Strengthen **ERM tools** to enhance **contribution to decision-making** & performance – including around cross-cutting issues

4 Clarify & strengthen the criteria used to inform **resource allocation** for risk management

5 Enhance **mutual transparency** on risk management **with external partners**