



## WFP POLICY ON LOCALIZATION (2025) ANNOTATED OUTLINE

*Preface: Timeline for the development of the localization policy*

In line with WFP's plan to develop its first policy on localization by June 2025, and in anticipation of the first informal consultation with the Executive Board scheduled for 3 February 2025, the Secretariat has developed a detailed annotated outline of the policy. The document sets out the scope of the policy, the main priority areas and definitions of key terms.

To ensure adequate time for internal and external consultations, the policy development process will proceed as follows:

<b>Milestone</b>	<b>Timing</b>	<b>Document</b>
First informal consultation of the Board	3 February 2025	Annotated outline
Second informal consultation of the Board	Last week of March	Advanced draft
2025 annual session of the Board		Finalized policy

## Introduction

**This section outlines the purpose, scope and priorities of the policy. It will be incorporated into the executive summary in the final policy document.**

1. This policy sets the strategic direction for WFP's efforts to localize its programmes, activities and approaches. WFP recognizes that local actors are often the first to respond to a crisis and possess more contextualized knowledge, experience and networks than other actors, so should be at the forefront of efforts to identify and address the needs of local people and communities in relation to food security and nutrition (FSN). This policy also responds to the pressing need to adopt locally based sustainable solutions that are tailored to diverse priorities at a time of expanding needs and contracting resources.
2. For WFP, "localization" is defined as:  
*A process that puts local and national actors<sup>1</sup> in the lead and shifts the way WFP's humanitarian and development work is designed, delivered and funded to better respond to the food security and nutrition priorities and unique needs of affected people in all their diversity.*
3. The policy recognizes that several of WFP's existing policies, strategies and country strategic plans (CSPs) already support localization efforts. It aims to tackle the gaps and challenges identified in the broader localization agenda, in which WFP is well-positioned to make a meaningful contribution by optimizing its comparative advantages in engaging with and learning from local and national actors and leveraging opportunities for them to lead efforts that save lives and change lives.
4. The policy complements WFP's existing policy d work by focusing on actions aimed at achieving the following four priority areas:
  - Local and national cooperating partners are better able to lead high-quality responses to FSN needs on the ground.
  - Local civil society organizations (CSOs), including community-based organizations (CBOs), are better able to represent local people and address their needs and priorities in relation to FSN.
  - Local economic actors at the subnational and community levels are better able to contribute to equitable, inclusive and responsive value chains that support FSN.
  - Local and national actors are better able to influence and shape FSN policies, systems and programmes, and the related funding decisions.
5. WFP's partnerships with national governments and its work through national systems are framed in several other WFP policies and strategies<sup>2</sup> and anchored in the CSPs. National governments are the leading actors in ensuring food security in their countries by designing and implementing effective policies and national systems, coordinating international and local actors, mobilizing resources, and building the capacity of local institutions.<sup>3</sup> Subnational authorities, such as local and regional governments, are often the first responders in the event of an emergency, with leading roles in facilitating access and coordinating efforts on the ground.

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<sup>1</sup> "Local and national actors" are defined in section 3.

<sup>2</sup> Including (but not limited to) WFP's country capacity strengthening policy update (2022), social protection strategy (2020), resilience policy update (2024), climate change policy (2024), emergency preparedness policy (2017) and peacebuilding policy (2013).

<sup>3</sup> WFP country capacity strengthening policy update (2022).

6. WFP acknowledges that advances in localization require common and collective commitments from all actors – international and local – at the country level for more balanced decision-making and leadership from the outset of each humanitarian and/or development initiative. In this policy, WFP commits to shifting from a traditional approach to the management of the programme cycle to more locally led approaches<sup>4</sup> that involve all of its country-level partners, including its United Nations country team counterparts.
7. Achieving the localization priorities presented in this policy and shared by many partners and collaborators will require new ways of working at the country level for all actors, including WFP. The success of the policy depends on the willingness of WFP, its partners and other stakeholders to manage and share risks, and on their ability to commit flexible, multi-year funding that supports the direct transfer of resources to local partner organizations, enabling investments in long-term and trust-based partnerships.

## Context

**This section provides an overview of the global landscape and rationale for localization, and international commitments to the localization agenda. A future draft of this document will expand on the key concepts and incorporate references to accountability and risk sharing.**

8. The unprecedented escalation of conflict and increasing severity and frequency of natural disasters around the globe are leading to increasing numbers of people needing assistance in relation to FSN. This surge is putting significant pressure on local and global response systems and their resourcing. Worldwide, there is increasing recognition that a change in approach is urgently needed to make assistance more responsive to needs, relevant to local circumstances, inclusive, and effective in addressing the diverse needs of food-insecure people while improving the speed, cost-efficiency and sustainability of assistance programmes.
9. To bring about this change, locally led and informed solutions must be given priority, which means ensuring that the decisions of humanitarian and development actors are made closer to the communities that they serve.<sup>5</sup> Effective localization requires a shift in the power dynamics between international and local humanitarian and development actors so that local actors and people in need have a stronger voice in determining when and how international resources are allocated.<sup>6</sup> The international humanitarian community committed to making this shift at the 2016 World Humanitarian Summit, where it called for humanitarian action to be “as local as possible and as international as necessary”.<sup>7</sup> In addition, the Grand Bargain conceived at the summit included a commitment to increasing the use of cash-based programming so that the people receiving assistance are able to choose how to use it to meet their individual needs and priorities.
10. These commitments echo those of the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs),<sup>8</sup> launched in September 2015, which emphasize scaling up and accelerating work towards the SDGs<sup>9</sup> at the local level by enhancing the leadership roles and access to international funding of local and national actors, and strengthening partnerships and capacity sharing with those actors, which include CSOs and

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<sup>4</sup> A 2024 synthesis of evaluations of WFP’s management of cooperating partners concluded that WFP is developing more collaborative relationships with cooperating partners, but the shift to locally led approaches is not yet complete. While some relationships with cooperating partners remain transactional, evidence shows that others are characterized by greater consultation and somewhat more equitable power dynamics between WFP and its cooperating partners.

<sup>5</sup> International Council for Voluntary Agencies. September 2018. *Localization examined: An ICVA Briefing Paper*.

<sup>6</sup> S.C. Robillard, T. Atim and D. Maxwell. 2021. *Localization: A “Landscape” Report*.

<sup>7</sup> Inter-Agency Standing Committee [webpage](#).

<sup>8</sup> United Nations. 2015. *Transforming our world: The 2030 Agenda for Sustainable Development*.

<sup>9</sup> Local 2030: Localizing the SDGs [webpage](#).

CBOs, particularly those representing women, persons with disabilities, young people, Indigenous Peoples, refugees and internally displaced persons, among others. Progress has been made in key areas over the last decade, with local and national actors being empowered to take on greater leadership roles and influence decision-making processes, and investments in local and national institutional capacities. However, more needs to be done to achieve measurable progress towards the locally led, demand-driven provision of assistance.<sup>10</sup>

11. Localization often serves as an accelerator of strengthened accountability to affected people, and work at the humanitarian–development–peace nexus. With their deep knowledge of local conditions, local actors can help to ensure a holistic response throughout the duration of a crisis, as needs evolve from emergency relief to support for recovery, resilience and long-term stability. Localization also presents an opportunity to implement people-centred and protection-sensitive approaches and has the potential to accelerate the achievement of social cohesion, socioeconomic progress and human capital development.<sup>11</sup>
12. However, the transfer of resources and decision-making power to local and national actors is not without challenges and risks. Compliance with global reporting requirements can present a barrier to some local actors. Greater effort and stronger partnerships are required to identify flexible and agile approaches while enhancing accountability and risk sharing in a way that is appropriate to the partners and settings concerned.

## **WFP’s role and comparative advantages**

**This section demonstrates why WFP is well positioned to advance the localization agenda by defining its comparative advantages. It highlights the importance of alignment with strategic objectives and coherence with WFP’s other policies, strategies and ongoing efforts. A future draft of this document will include additional background information on WFP’s ongoing efforts to support localization.**

13. This policy is in line with WFP’s mandate of saving lives and changing lives. Its strategic plan for 2022–2025 recognizes that “partnerships with local and national organizations are key to reaching vulnerable groups with life-saving services, engaging local communities and ensuring that the design of context-specific responses build on local priorities, knowledge and capacity”.<sup>12</sup> The strategic plan also underscores the importance of reinforcing, rather than replacing, local and national capacity.
14. WFP will advance the localization agenda by leveraging its unique comparative advantages – particularly at the country level – including its long-standing presence and operational footprint in many countries, and its proximity to local communities, strong networks and partnerships with governments and local authorities. WFP recognizes that its strength lies in its connections to its cooperating partners,<sup>13</sup> who play a pivotal role in ensuring that assistance reaches the people and communities in need.

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<sup>10</sup> Metcalfe-Hough, V., Fenton, W. and Manji, F. 2023. *The Grand Bargain in 2022: an independent review*.

<sup>11</sup> Sharetrust. 2022. *Passing the Buck: The Economics of Localizing International Aid*.

<sup>12</sup> “WFP strategic plan (2022–2025)” (WFP/EB.2/2021/4-A/1/Rev.2), paragraph 116.

<sup>13</sup> WFP defines a cooperating partner as a non-profit entity that enters into a contractual relationship with WFP to assist in the organization’s work. Cooperating partners include government entities, non-governmental organizations (NGOs) and other United Nations entities.

15. The policy adheres to WFP's guiding principles, including by being people-centred, aligned with the humanitarian principles, conflict-sensitive, country-owned, context-specific, risk-informed and evidence-driven.<sup>14</sup> In addition, the policy builds on evidence from evaluations of WFP's localization efforts,<sup>15</sup> and is in line with the minimum measures for ensuring that, in all of WFP's operations, assistance is delivered to the right people, safely, in full and without interference, as defined in WFP's global assurance framework.<sup>16</sup>
16. WFP's commitment to the localization of its work is evident in all of its policies and strategies on emergency preparedness, resilience building, climate change, the environment, nutrition, school meals, social protection, gender equality, protection and accountability, country capacity strengthening, local and regional food procurement, cash-based assistance, peacebuilding and partnerships. These policies and strategies recognize local actors as first responders, emphasize the importance of local leadership and capacity,<sup>17</sup> and prioritize local and traditional knowledge and expertise in strengthening adaptive capacity and building resilience.<sup>18</sup>
17. Existing WFP policies promote better cross-sector integration, more inclusive food systems, robust local supply chains, and local and inclusive production that promotes healthy diets.<sup>19</sup> They commit WFP to addressing the social norms and structural barriers that perpetuate inequality and food insecurity,<sup>20</sup> and applying a "whole-of society" approach to strengthening national and local institutional capacity.<sup>21</sup>
18. WFP will continue to support and expand its partnerships with the following categories of partner:
  - *Cooperating partners:* In 2023, WFP partnered with 900 NGOs – 82.5 percent of which were local – providing technical support and funding directly to people and communities in need. In total, 31.1 percent of humanitarian funding was provided directly to local and national actors, including the 24.2 percent provided to non-state actors, equivalent to USD 2.63 billion.<sup>22</sup>
  - *Supply chain partners:* WFP aims to stimulate the growth of local markets and economies while enhancing the quality, responsiveness and scale of the support it provides. The organization's supply chains are a key driver in localization efforts. In 2022, 51 percent of the food distributed by WFP – 2.2 mt of food valued at USD 1.6 billion – was purchased locally or regionally.

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<sup>14</sup> "WFP strategic plan (2022–2025)" (WFP/EB.2/2021/4-A/1/Rev.2).

<sup>15</sup> Evidence from evaluations of WFP's work on localization was consolidated into nine documents between 2020 and 2024 and used to inform the development of the localization policy. The documents included the 2024 "[Synthesis of evidence and lessons on WFP's cooperating partners from centralized and decentralized evaluations](#)" (WFP/EB.2/2024/6-B); the forthcoming *Summary of evaluation evidence on country capacity strengthening*; and the 2023 *Summary of evaluation evidence: Community Engagement in West and Central Africa*.

<sup>16</sup> Executive Director's circular on the Global Assurance Framework, June 2024.

<sup>17</sup> WFP country capacity strengthening policy update (2022), WFP emergency preparedness policy (2017), peacebuilding policy (2013).

<sup>18</sup> WFP resilience policy (2024), climate policy (2024).

<sup>19</sup> WFP local and regional food procurement policy (2018).

<sup>20</sup> WFP gender policy (2022), WFP resilience policy (2024), climate policy (2024).

<sup>21</sup> WFP country capacity strengthening policy update (2022), social protection strategy (2020).

<sup>22</sup> [WFP Grand Bargain Self Reporting, 2024](#). The current methodology used to track WFP's localization efforts differs from the approach suggested in the Grand Bargain reporting guidelines. Figures for 2023 include the value of commodities.

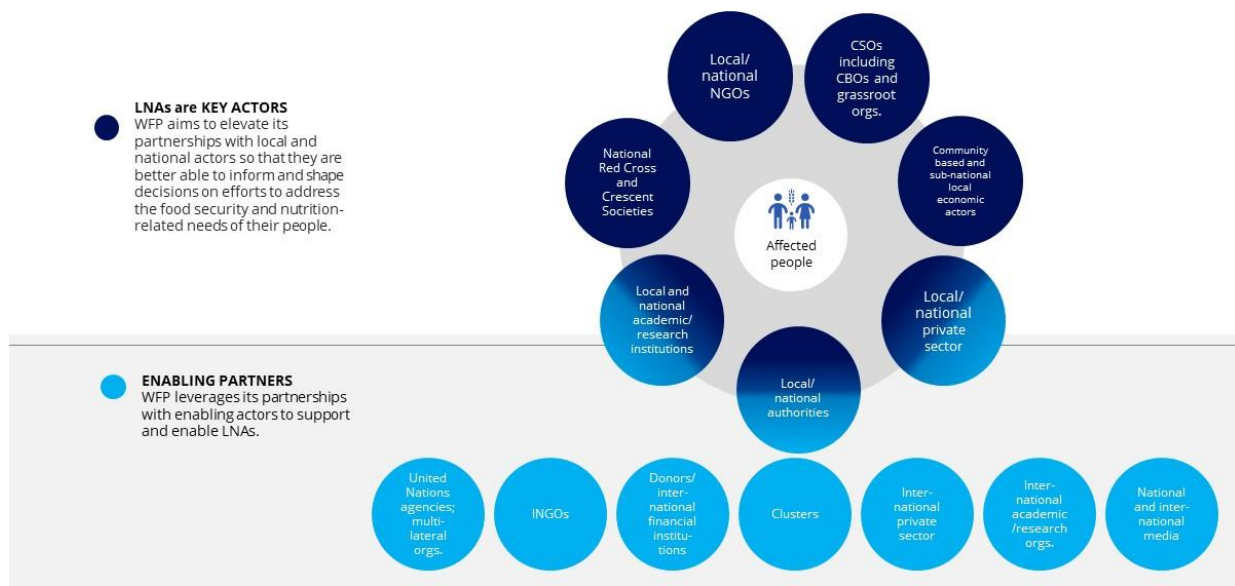
- *Partners in cash and voucher-based programmes, including the recipients of WFP's cash and vouchers:* Over the past decade, the use of cash-based assistance has increased significantly and such assistance now comprises approximately 40 percent of WFP's assistance portfolio. Injecting cash into local economies while addressing inefficiencies in supply chains can increase the purchasing power of individuals and households and the demand for local food and nutrition products from local businesses. WFP's approach in its cash transfer programmes focuses on promoting the economic empowerment of women by transferring cash directly into their financial accounts and supporting women's integration into the digital economy.<sup>23</sup> In 2020, 880,000 women were supported through WFP's transfers of cash into their own accounts. By 2023, this number had increased to 2.3 million women, with USD 309 million transferred directly into their accounts.<sup>24</sup>

## Scope of engagement

**This section sets out the scope of WFP's engagement in localization by defining the organization's local and national key actors and enabling partners and the operational settings in which the engagement takes place. A future draft of this document will elaborate on the scope of WFP's engagement with each sub-group of partners in various contexts.**

19. WFP engages with a variety of state and non-state local and national *key partners* –actors who have the mandate to address the essential needs of their populations, represent people in need, and/or have context-specific knowledge and resources to enhance the efficiency, effectiveness and scalability of humanitarian and development programmes. In addition, WFP leverages its partnerships with a range of national and international *enabling partners* – actors who help create the conditions that empower and support local and national key players to take on central decision-making roles and amplify their impact at the systems level.

**Figure 1: Local and national key actors and enabling partners**



Abbreviations: CBO = community-based organization; CSO = civil society organization; LNA = Local and national actors; INGOs = international non-governmental organizations; NGO = non-governmental organization

<sup>23</sup> WFP cash policy (2024).

<sup>24</sup> Food and Agriculture Organization of the United Nations. 2016. Cash transfers: their economic and productive impacts – Evidence from programmes in sub-Saharan Africa.

20. For WFP, the term “local and national actors”<sup>25</sup> refers to the following:
- Local and national *non-state actors*,<sup>26</sup> including
    - national NGOs and CSOs working in multiple subnational regions, including national faith-based organizations;
    - local NGOs and CSOs, including CBOs operating in a specific subnational area of a country receiving international assistance;<sup>27</sup>
    - Red Cross and Red Crescent societies;
    - local community-based economic actors involved in the market and supply chains that support FSN, including the providers of related goods and services;<sup>28</sup>
    - local and national private sector organizations;<sup>29</sup> and
    - national and local academic, research and evidence generating institutions.
  - National, subnational and local *state actors*, including
    - national government agencies, authorities and ministries, and state-owned institutions, in countries receiving international assistance, including federal or regional government authorities in countries where such authorities exist; and
    - local and subnational government entities that are in countries receiving international assistance and that exercise a degree of devolved authority over a defined geographical area, such as local and municipal authorities.
21. Enabling actors include national governments, international NGOs, international financial institutions, donors, international private sector entities and national and international academic and research organizations. This policy focuses on WFP’s engagement with national governments as enablers of the localization process. As illustrated in figure 1, in WFP’s localization efforts, local authorities and governments may be either key or enabling partners depending on the specific context and needs.
22. WFP pursues different types of partnership, each with its own mode of engagement and partnership arrangements, as follows:<sup>30</sup>
- Resource partnerships provide human, financial and technical resources and are often deemed to be more transactional than other partnerships, based on current practices;
  - Knowledge partnerships contribute information and evidence derived from analysis and evaluation;

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<sup>25</sup> Definitions adopted from [Definition Paper: IASC Humanitarian Financing Task Team, Localization Marker Working Group, January 2018](#).

<sup>26</sup> WFP considers the local and national non-state actors that have their headquarters and operate in their own aid-recipient countries and maintain fundraising and governance systems that are independent of international foreign organizations and companies as its central partners for this policy. It should be noted that some WFP cooperating partners are affiliated with international organizations.

<sup>27</sup> In this context, CBOs include all the local groups that represent women, persons with disabilities, young people, Indigenous Peoples, refugees, internally displaced persons and other underrepresented or marginalized groups.

<sup>28</sup> This group of actors includes cooperatives, smallholder farmers, retailers, village savings and loan associations, and other individuals contributing to local economies, formally or informally.

<sup>29</sup> This group of actors comprises registered entities offering goods or services, including entrepreneurs, microenterprises, small enterprises, financial service providers and others.

<sup>30</sup> WFP. 2014. *WFP Corporate Partnership Strategy (2014–2017)*.

- Policy and governance partnerships support WFP's policies and governance, as well as regional and national food security and nutrition policies and institutional governance;
  - Advocacy partnerships support WFP's work on food security and nutrition through advocacy; and
  - Capability partnerships support the design and implementation of programmes and operations.
23. WFP recognizes that working with local and national actors is not a proxy for direct engagement with the people<sup>31</sup> who are at the centre of its programming. A people-centred, needs-driven approach requires adherence to the principle of doing no harm and prioritization of people's safety and dignity when facilitating access to services and assistance in line with, and respectful of, their choices and needs. This involves working with a range of local and national key and enabling partners to identify and address unequal power relations, promote equity and inclusion, and dismantle the social, institutional and other structural barriers that hinder the achievement of equitable FSN outcomes for all.
24. WFP will support localization actions in different operational settings in line with its mandate of saving lives and changing lives. WFP's localization efforts will be informed by in-depth context and risk analysis at all times:
- *In zones prone to conflict and natural disasters* localization may focus on the early identification of local organizations and the strengthening of local FSN-related capacities, while mitigating political and security-related risks.<sup>32</sup>
  - *In post-disaster settings* localization efforts may involve supporting local actors as they lead recovery efforts, while enhancing their skills and capacities in FSN-related preparedness, anticipatory action and resilience building.
  - *In stable settings* localization efforts may involve locally driven solutions that involve investment in local communities, institutions, networks and governance structures with a view to achieving sustainable FSN.

## WFP's vision and approach to localization

**This section presents the changes that WFP hopes to see as a result of this policy.**

**The theory of change will be developed further in a future draft of this document following consultations on matrix 1.**

25. *WFP's vision for localization:* Local and national actors are better able to address and reduce the food security and nutrition-related needs of affected people, in all their diversity.
26. Effective localization demands a shift from traditional transactional partnerships towards collaboration that is accompanied by risk management strategies and fosters trust-based partnerships. All efforts to advance localization will adhere to the principles of partnership, including equality, transparency, responsibility and complementarity,<sup>33</sup> and will prioritize

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<sup>31</sup> Inter-Agency Standing Committee. 2024. *IASC Discussion paper: Exploring linkages between AAP, Localization and the HDP nexus*.

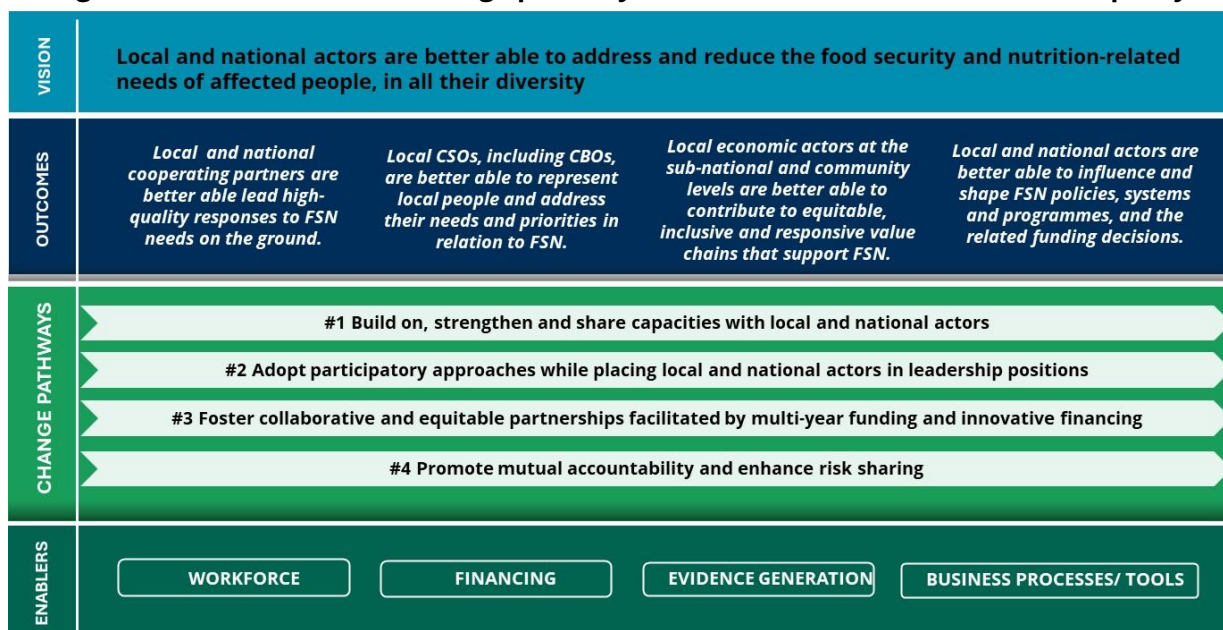
<sup>32</sup> These local partners face disproportionately high exposure to security risks: more than 80 percent of WFP's security incidents recorded in 2024 primarily affected local first responders. In these contexts, the safety and security of local humanitarian personnel, particularly aid workers, have become a critical priority, with rising global threats emphasizing the need for strengthened security measures.

<sup>33</sup> Inter-Agency Standing Committee. 2007. *Principles of Partnerships: Statement of commitment endorsed by the Global Humanitarian Platform*.



the voices of groups that represent women, persons with disabilities, Indigenous People, refugees, internally displaced persons and other marginalized or underrepresented groups.

**Figure 2: Vision, outcomes, change pathways and enablers of WFP's localization policy**



27. To accelerate its contribution to localization, WFP will focus on actions aimed at achieving the following *four priority areas*:
- i) Local and national cooperating partners are better able to lead high-quality responses to food security and nutrition needs on the ground.
  - ii) Local civil society organizations, including community-based organizations, are better able to represent local people and address their needs and priorities in relation to food security and nutrition.
  - iii) Local economic actors at the subnational and community levels are better able to contribute to equitable, inclusive and responsive value chains that support food security and nutrition.
  - iv) Local and national actors are better able to influence and shape food security and nutrition policies, systems and programmes, and the related funding decisions.

MATRIX 1

Priorities	Priority 1	Priority 2	Priority 3	Priority 4
	<b>Local and national cooperating partners are better able to lead high-quality responses to FSN needs on the ground.</b>	<b>Local CSOs, including CBOs, are better able to represent local people and address their needs and priorities in relation to FSN.</b>	<b>Local economic actors at the subnational and community levels are better able to contribute to equitable, inclusive and responsive value chains that support FSN.</b>	<b>Local and national actors are better able to influence and shape FSN policies, systems and programmes, and the related funding decisions.</b>
<b>What will WFP do?</b>	WFP will reinforce the ownership and leadership roles of its cooperating partners by strengthening equitable, inclusive and mutually beneficial partnerships, aligned programming, and sharing capacities, resources and responsibilities where feasible.	WFP will enhance its engagement with local CSOs and CBOs with a view to formalizing their roles, leveraging their expertise and strengthening their capacities.	WFP will leverage its purchasing power and accelerate its use of cash transfer and voucher programmes to promote the inclusive engagement and equitable growth of local economies for improved food security and nutrition.	WFP will use its power to convene enabling actors so as to elevate the voices of local and national key actors and facilitate <b>LNA's</b> access to essential partnerships, networks and coordination mechanism(s).
<b>Who will WFP work with?</b>	Local and national cooperating partners that work with WFP or that have worked with WFP in the past.	New and emerging partners, including women-led organizations, organizations of persons with disabilities, young leaders' organizations, refugee-led organizations and Indigenous Peoples Organizations.	Local economic actors, including local market and supply chain actors, smallholder farmers, community-based traders, retailers and suppliers, and financial service providers.	All actors.
<b>Type of partnership</b>	Operational and programmatic partners that support the implementation of WFP's programmes.	Emerging operational and programmatic partners that support the implementation of WFP's programmes. (New contractual modalities and business processes required.)	Operational and programmatic partners, goods providers and service delivery partners that support the implementation of WFP's programmes.	Partners in the areas of knowledge, advocacy, technical support and finance.
<b>Focus areas</b>	<ol style="list-style-type: none"> <li>1. Commitment to ensuring the strong and diverse representation of cooperating partners throughout the programme cycle.</li> <li>2. Sharing of capacities with, and empowerment of, cooperating partners as the first responders to crises.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identification of approaches and partnership modalities that are effective in addressing the internal barriers that prevent CSOs, including CBOs, from partnering with WFP.</li> <li>2. Commitment to ensuring that the diversity of communities is reflected in their representation and involvement in decision-making throughout the programme cycle.</li> </ol>	<ol style="list-style-type: none"> <li>1. Increased direct procurement from small local market actors – including smallholder farmers, entrepreneurs, micro- and small enterprises – to enhance the rapid and efficient delivery of good-quality assistance.</li> <li>2. Leveraging of WFP's cash and voucher programming to inject resources into local economies, strengthen financial ecosystems, and promote the growth of microenterprises and community-based suppliers and retailers.</li> </ol>	<ol style="list-style-type: none"> <li>1. Within nationally owned systems<sup>34</sup> and institutions, support to national governments in addressing the systemic barriers to increasing the participation, leadership and influence of local and national actors in FSN efforts at all levels – local, subnational and national.</li> <li>2. In forums led by international actors, advocacy with international enabling actors to create space for the participation, leadership and influence of local and national actors in the country-level coordination of FSN mechanism(s).</li> </ol>

<sup>34</sup> Emergency preparedness and response, social protection and food systems.

MATRIX 1				
Priorities	Priority 1	Priority 2	Priority 3	Priority 4
	3. Establishment and enhancement of joint partnerships with local and international NGOs, by designing and facilitating partnerships that promote the sharing of resources, capacity and risks.	3. Strengthening of CBOs' capacities to influence FSN.	3. Mobilization of local multi-sectoral partnerships in FSN that promote the inclusive, equitable and demand-driven growth of local economies.	3. Mobilization of partnerships with national and global private sector, research institutions and media entities in order to promote the voices and priorities of local and national actors and enhance their contributions as enabling actors to support FSN initiatives.

28. Accelerating progress towards the four priority areas requires systematic action and improvements in the following *four change pathways*.

**WFP will build on, strengthen and share capacities with local and national actors**

29. Successful localization efforts depend on long-term commitments to the transfer of technical, administrative, leadership, management and financial skills and resources to local actors to ensure the sustainability of results. It demands two-way transfer of skills, knowledge and resources, and is grounded in consultative planning processes and assessments carried out with all local and national actors to define capacity strengthening priorities and opportunities for capacity sharing that advances progress towards common FSN objectives. At all times, emphasis should be placed on learning from and harnessing local expertise, knowledge and practices.<sup>35</sup>

**WFP will adopt participatory approaches while placing local and national actors in leadership positions**

30. Effective localization requires measurable actions that optimize the engagement of local and national actors as leaders with well-defined decision-making powers that increase their control over the management of the programme cycle. Local and national actors should play a central role in the design, delivery and monitoring of humanitarian and development interventions, utilizing qualitative and quantitative assessments and monitoring modalities, including feedback mechanisms, to improve the quality of programmes and reflect local priorities, needs and experiences. Promoting diversity by leveraging its convening power to foster more equitable and inclusive local decision-making is critical to advancing localization efforts, including with women-led organizations, organizations of persons with disabilities, indigenous peoples organizations, refugee-led organizations and other marginalized groups.

**WFP will foster collaborative and equitable partnerships, facilitated by multi-year funding and innovative financing<sup>36</sup>**

31. Localization efforts are often hindered by inflexible funding structures, mainly because donor contributions are largely short-term and earmarked in nature, limiting the support available for multi-year initiatives. New mechanisms for funding and partnerships with local and national actors must be supported by multi-year flexible funding modalities that

<sup>35</sup> As evidenced in five WFP evaluations, strengthening the capacity of local and national actors plays a role in enhancing disaster response and improving programme outcomes. Evaluations also identified capacity-related challenges and barriers that need to be addressed to ensure more sustainable localization outcomes.

<sup>36</sup> This supports the Grand Bargain commitment to channelling 25 percent of global humanitarian funding as directly as possible to local and national actors by 2030.

facilitate the direct resource transfers which allow small local partner organizations to invest in their own growth and development, including by covering staffing and overhead costs.

### **WFP will foster collaborative and equitable partnerships, facilitated by multi-year funding and innovative financing**

32. WFP is accountable first and foremost to the people it serves.<sup>37</sup> Advancing localization efforts requires stronger collective accountability to affected people on the part of all stakeholders. Accountability mechanisms for ensuring the transparency, responsiveness, sound monitoring and governance of humanitarian and development initiatives need to be practical and relevant to the specific operational circumstances of each partnership. WFP will support local and national actors in identifying and mitigating operational and legal risks, while exploring strategies for crisis management. The success of this policy hinges on a matching appetite for risk management, and risk sharing among WFP and all of its partners, including donors.

## **Implementation**

**This section briefly presents policy implementation enablers that equip WFP to implement the policy. The policy will be accompanied by a costed implementation plan for information purposes.**

33. The move from policy to action will require proactive planning with local and national actors, accompanied by sufficient resource allocations. In alignment with WFP's guidance on providing costed implementation plans for policies, the following *four enablers* represent the internal structure through which this policy will be implemented:
- *Workforce:* This enabler refers to the human resources necessary for the implementation of the policy and will require WFP to secure appropriate skills, expertise and capacity in all of its offices and partnerships.
  - *Financing:* This enabler refers to the financial resources necessary for implementation and will require WFP to allocate flexible funding to strengthening the approaches and modalities for local and national partnerships.
  - *Evidence generation:* This enabler refers to the corporate targets and measurement and analytical tools necessary for monitoring policy implementation and will require WFP to adopt practices that facilitate systematic learning from local and global best practices.
  - *Business processes and tools:* This enabler refers to the flexible and agile business processes that respond to the types of partnership sought in different country settings and will require WFP to develop new business processes and risk-sharing approaches that facilitate locally led and demand-driven assistance.

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<sup>37</sup> "WFP protection and accountability policy" (WFP/EB.2/2020/4-A/1/Rev.2).