



Supplementary information note to the localization policy Costed implementation plan

1. This supplementary note accompanies WFP's localization policy and affirms the key activities and investments required to implement the policy. This implementation plan should be viewed as a dynamic, evolving framework that reflects WFP's current understanding and priorities at a time of sector-wide uncertainty. As the humanitarian landscape continues to shift, and as internal and external dialogues progress, the implementation plan will be updated to reflect new insights, emerging needs, and collaborative inputs from across WFP global and country offices, and with external partners. This iterative process will help ensure that the policy's implementation remains relevant, responsive and grounded in operational realities.
2. WFP's localization policy envisions a future in which local and national actors assume an increasingly central role in addressing and reducing food insecurity and promoting healthy diets, with support from WFP and other actors, as needed. To support the shift from policy to action, this implementation is framed by five enabling factors:
 - i) partnerships and coordination;
 - ii) people;
 - iii) funding;
 - iv) evidence generation; and
 - v) business processes, tools, technology and innovation.
3. A dedicated localization coordination team will be tasked with guiding, informing and harmonizing implementation efforts across WFP teams and offices. While this team will provide strategic direction, oversight, and ensure alignment of actions, effective implementation relies on a collective commitment across all WFP global and country offices.
4. The implementation plan outlines the estimated costs of the key enablers that support the localization agenda. It has been developed in close coordination with relevant WFP's programmes, services and divisions to ensure coherence and operational alignment. The plan marks a point of departure for the organization's approach to localization, setting the foundation for delivery on the policy's commitments.

5. A comprehensive risk assessment and management approach will be adopted. To ensure a responsible and effective roll-out, WFP will take a phased approach to localization, grounding actions in a clear understanding of associated risks. Efforts will focus on actively mitigating risks and fostering shared responsibility with partners, thereby contributing to more sustainable outcomes.
6. The successful implementation of this policy will require targeted investments amounting to **USD 13,295,000**. These costs will be integrated and reflected in global headquarters (programme support and administrative budget and extrabudgetary) and country strategic plan budgets, according to operational needs.

Enabling factor	Projected costs (USD)
Partnerships and coordination	1 300 000
People	775 000
Funding	7 570 000
Evidence generation	1 150 000
Business processes, tools, technology and innovation	2 500 000
Total	13 295 000

Partnerships and coordination

7. The policy will be implemented through a participatory, inclusive and highly consultative process – engaging both internal and external stakeholders. A dedicated localization coordination team will lead the roll-out of the policy and work directly with relevant WFP divisions and offices, as outlined in the activity matrix (see below). The localization coordination team will guide, support and oversee actions to advance the policy’s objectives, and will be responsible for developing coherent programmatic, operational and partnership guidance to support the integration of localization into country strategic plans. To promote internal alignment, coherence of efforts, and responsiveness to field priorities and realities, the localization coordination team comprises representatives from key programmatic and functional units at both the global and country levels.
8. WFP will deepen strategic engagement in global fora and inter-agency mechanisms to drive policy coherence, influence standard-setting, and champion equitable partnerships within the broader humanitarian and development priorities. It will promote joint planning, harmonized approaches, shared resources, and accountability mechanisms across United Nations agencies, and with donors, non-governmental organizations (NGOs) and local actors. It will also apply to harmonizing capacity strengthening and sharing efforts to reduce fragmentation and transaction costs for partners, while enabling more coherent and efficient support across the system. Greater emphasis will be placed on integrating knowledge from and with local actors and partners creating inclusive spaces for consultation while also strengthening knowledge-sharing systems that support knowledge exchange across the organization and with partners.

People

9. WFP's human resource capacity plays a critical role in achieving policy objectives. Successful implementation will depend on WFP securing the right mix of expertise, skills and operational capacity across WFP offices and partnerships. A clear commitment is needed to ensure sufficient human resource capacity for WFP to engage effectively in coordination spaces – as conveners and facilitators – while promoting the active participation of local and national actors. It is equally critical to equip WFP staff with guidance, knowledge and resources to enable them to systematically advance localization across all relevant programmes and functions.
10. WFP will support continuous learning and knowledge sharing through a blended approach that includes digital platforms, in-person and virtual training, webinars and workshops, and joint field missions. Corporate knowledge-management efforts will further accelerate cross-country learning and exchange of good practices to build internal capabilities.

Funding

11. The current funding landscape is marked by growing uncertainty, presenting significant challenges for humanitarian actors. However, these shifts also offer an opportunity to rethink and improve how organizations like WFP operate. Policy implementation will be anchored in a clear understanding of the financial requirements needed to strengthen internal systems and capabilities, and where WFP can play a catalytic role in stimulating direct investments by other parties in local organizations and institutions.
12. To support this, WFP will identify traditional and non-traditional funding opportunities and will engage key donors and other stakeholders to explore options for flexible multi-year funding that would allow WFP to provide more predictability in its support to local actors. This includes identifying internal challenges that obstruct full access to and the channelling of this funding to local and national actors. Modalities for direct resource transfers, such as pooled funds, will be explored, as will options to optimize use of existing financial mechanisms to be more responsive to local partners' needs. WFP will also explore catalytic funding mechanisms, and the possibility of establishing a trust fund that provides seed funding to enable and scale localization efforts at the country level.

Evidence generation

13. WFP will strengthen evidence-generation practices and foster a culture of continuous collective learning to enhance WFP's ability to benefit from local and global best practices. Corporate targets will be established, backed by investment in robust tracking systems and analytical tools to assess progress, ensure accountability, and measure WFP's contribution to localization – including through qualitative approaches and return-on-investment analyses.
14. Leveraging its extensive field presence and convening role, WFP will lead efforts to assess the quality, effectiveness, and impact of localization on affected populations and humanitarian outcomes. This marks a shift from traditional assessments – often focused on financial compliance and risk – to measuring tangible progress and meaningful impact. The resulting insights will inform WFP's own operations as well as broader United Nations and humanitarian system reforms. Partnership platforms and modalities, including South-South and triangular cooperation, will be mobilized to support the dissemination and application of this evidence.

Business processes, tools, technology and innovation

15. WFP is committed to identifying more flexible and agile business processes that can better support its diverse partnership models as tailored to different country contexts and to the needs of local and national partners. WFP will engage local and national actors to review, refine and adapt its existing capacity strengthening, risk assessment and management approaches to better respond to diverse capacities. This process will place particular emphasis on the priorities and operational realities of civil society organizations while also exploring opportunities for strategic engagement with the private sector.
16. WFP will increasingly collaborate with other United Nations agencies to optimize the utilization of joint tools and harmonize approaches and processes – recognizing that many local and national partners simultaneously engage with multiple United Nations entities, donors, and government actors. This coordination will extend across due diligence processes, contracting arrangements, monitoring and oversight, joint participation in evaluations, and the implementation of activities. For example, as part of the UN@80 initiative, WFP and other agencies are proposing to create an integrated United Nations delivery platform, implemented by a slimline network of operational agencies with track record in supply chain. The proposed platform, which is currently under development, would leverage scale, expertise, and market access to offer efficient and integrated supply chain core services to all United Nations entities and to local partners. The platform model's plans and costing would be designed to ensure that local actors can access tailored, cost-effective support to enhance their operational capacity and mandate delivery.

ENABLER/OBJECTIVE	ACTIVITY	TIMELINE
A. Partnerships and coordination <i>Internal and external partnerships are harnessed to enhance cohesion and strategic alignment.</i>	1. Implementation coordination, policy roll-out and sensitization: A localization coordination team will coordinate the policy implementation. The localization coordination team will lead on a number of activities (outlined across this matrix) and will also be responsible for internal policy dissemination and a socialization campaign, including rolling out a combination of online and hybrid workshops, and developing materials as needed.	2025–2028
	2. Internal alignment, integration and coordination: Develop four operational roadmaps; one for <u>each</u> policy objective. These will include targets, measurement and accountability criteria for policy implementation and effectiveness.	2025–2026
	3. Strategic partnerships: Strengthen partnerships with key external stakeholders including positioning in key global inter-agency and policy fora, such as engagements with the Inter-Agency Standing Committee, global community of practice and annual strategic engagements with international and national cooperating partners. This includes utilizing existing platforms, such as the annual partnerships consultations to facilitate exchange on lessons learned and best practices, explore opportunities and challenges.	2025–2028
	4. Inter-agency coordinated efforts to enhance capacities and partnerships with local and national actors:	
	4.1 Coordinate with international actors including United Nations agencies, international NGOs and private sector on the utility/practicality of developing common criteria for partnerships – including financial – with emerging and non-traditional local and national actors (e.g. those not aligned with United Nations partnership portal requirements).	2027
4.2. Identify common capacity strengthening and sharing opportunities and develop joint training approaches in collaboration with enabling actors and intended recipients.	2027–2028	
4.4 Advance the roll-out of the United Nations Implementing Partner PSEA Capacity Assessment tool and complement with capacity strengthening for NGO and civil society organization partners on protection from sexual exploitation and abuse.	2025–2026	
4.5 Enhance collaboration with United Nations entities to exchange best practices, lessons learned and training materials.	Ongoing	

ENABLER/OBJECTIVE	ACTIVITY	TIMELINE	
<p>B. People <i>WFP staff in country offices and across relevant functional areas have the skills and expertise to ensure that all relevant WFP responses strengthen partnerships with local and national actors and support locally-led efforts.</i></p>	<p>1. Internal skills and knowledge: Identify skills and technical knowledge necessary for localization, review existing secondary data to assess the existing skills and knowledge gaps, and integrate within all relevant standard WFP job descriptions and recruitment practices. Ensure skill gap analysis is conducted in future strategic workforce assessments.</p>	2026	
	<p>2. Corporate guidance and manuals:</p>	<p>2.1 Development and dissemination of a chapter for the Programme Guidance Manual on localization and locally-led development.</p>	2026–2027
	<p>2.2 Develop a package of guidance materials and tools to support country offices in pursuing partnerships with different local and national actors (existing, new and emerging).</p>	2027	
	<p>2.3 Integrate guidance for promoting and advancing localization and locally-led solutions in the private sector partnership strategy.</p>	2026	
	<p>3. Learning and development:</p>	<p>3.1 Review existing training material and embed localization and locally-led solutions within existing and upcoming capacity development and learning initiatives carried out across WFP (including skills related to building and diversifying partnerships, negotiation and mediation).</p>	ongoing
	<p>3.2 Provide access to learning and development opportunities and knowledge resources on localization and locally-led development.</p>	2026–2028	
	<p>4. Knowledge exchange: Utilize existing channels to promote knowledge sharing on localization efforts through internal WFP knowledge management platforms across global and country offices to ensure lessons learned and best practices enhance programme quality.</p>	2025–2028	
	<p>C. Funding <i>Efforts are strengthened to secure multi-year flexible and predictable financing to advance localization and locally-led efforts, enhancing the organization's ability to channel quality funding through local and national actors.</i></p>	<p>1. Resource mobilization opportunities: Identify traditional and non-traditional funding opportunities and engage with existing and potential resource partners to support WFP's localization priorities.</p>	2025–2026
		<p>2. Centralized funding: Establish and manage a centralized localization trust fund to support policy implementation, monitoring and uptake by country offices.</p>	2025–2028
		<p>3. Country office seed funding: Support selected country offices (10-15 country offices) through specific funding allocations from the localization trust fund.</p>	2025–2028

ENABLER/OBJECTIVE	ACTIVITY	TIMELINE
<p>D. Evidence generation</p> <p><i>Evidence is generated and disseminated to inform decision making around better quality, and higher efficiency localization and locally-led solutions.</i></p>	<p>1. Return on investment: Conduct study based on selected country offices focused on the potential cost-effectiveness and efficiency gains of pursuing localization and locally-led solutions.</p>	2027–2028
	<p>2. Metrics: Review and update metrics to measure progress against localization. Draw on and apply relevant WFP and United Nations indicators and expand WFP's corporate targets to encompass all policy objectives. This includes defining WFP corporate results framework indicators, developing and rolling out methodologies to track progress.</p>	2025, 2026, 2028
	<p>3. Evidence generation produce and share quality research, evidence and knowledge on localization across various internal and external platforms:</p>	
	<p>3.1 Conduct a best practices study on the role of WFP's logistics operations in stimulating local competitive and sustainable business sectors during and after emergencies.</p>	2026–2027
	<p>3.2 Undertake a best practices study on WFP's experiences and/or opportunities to elevate local voices in international dialogue on emergency preparedness.</p>	2026
	<p>3.3 Collate lessons learned on the viability of WFP's direct and indirect engagement in pooled funds to advance the localization policy objectives on flexible and multi-year funding.</p>	2027
<p>3.4 Develop the option paper: "Funding modalities to accelerate localization and locally-led efforts". Reflecting country office experiences with modalities that enable partnerships with local and national non-state actors.</p>	2026	
<p>3.5 Track and review the extent to which localization priorities inform and are integrated within new country strategic plans.</p>	Ongoing	

ENABLER/OBJECTIVE	ACTIVITY	TIMELINE
<p>E. Business processes, tools, technology and innovation</p> <p><i>Efficient and agile business processes and tools are in place to enhance WFP's ability to deliver on its partnership, programming and assurance commitments.</i></p>	<p>1. Corporate strategies, processes and toolkits for WFP country offices:</p>	2025
	1.1 Develop a capacity strengthening strategy for local NGOs.	Ongoing
	1.2 Undertake a review of risk assessment guidance materials and tools in line with global assurance standards, adjusting if/as necessary, to facilitate mutual accountability and risk sharing – including security-related risks – with local and national actors and global partners.	2026–2027
	1.3 Conduct and update analyses on localization-centric risks relevant to various contractual modalities and operational contexts.	2026–2027
	1.4 Enhance performance tracking and analytical tools, including refining and rolling out qualitative and quantitative data collection and analytical methods/toolkits to country offices.	2026–2028
	1.5 Improve ability to report on localization in WFP corporate supply chain, such as through enhanced tracking systems (to enable, quantify and report source origin and validation of proportion of assistance provided via local and national actors).	2026–2027
	1.6 Update the corporate procurement manual to further embed pro-local, and inclusive procurement approaches that ensure equitable economic, social and environmental benefits for the communities that WFP serves.	
	<p>2. Partnership modalities to engage local and national actors:</p>	2026
	2.1 Examine, adapt and/or develop new contractual modalities specifically related to new and emerging civil society organization partners for rapid onboarding.	2026–2027
2.2 Define legal instruments to govern relationships, rights and obligations of WFP with relevant provisions for managing level and types of risk related to conducting business with micro and small-scale enterprises.		
<p>3. Integrated United Nations delivery platform: (proposal under development): A slimline network of operational agencies including WFP would work with global and local private sectors to deliver core services to all United Nations entities at cost, in support of their mandate delivery.</p>	2025–2028	