



FINAL REPORT

Frontline First: The Realities of Local Leadership in Site Management (CCCM)

ARP 59

Jeanne Rancoule – MINT Human Rights and Humanitarianism

Makele Beyene – MINT Gender, Race and Diversity

Molly Ryan – MINT Human Rights and Humanitarianism

Olívia Tajra – MINT Mobilities, Migrations and Boundaries

Executive Summary

Displacement is one of the most pervasive global humanitarian challenges of today, driven by conflict, violence, natural disasters, and public health emergencies (UNHCR, 2025). The rate of displacement has almost doubled in the last decade (UNHCR, 2025) with 62.2 million people internally displaced globally by the end of 2025 (IDMC, 2026), making effective Camp Coordination and Camp Management (CCCM) vital in ensuring safety and dignity of affected populations. Displaced populations seek refuge in diverse sites from planned camps, spontaneous settlements, collective centers, evacuation centers, or within host communities. These differences highlight the critical role of localization in CCCM which promotes the delivery of community-led, context-appropriate solutions that foster sustainable outcomes better than one-size-fits-all approaches.

This report equips the CCCM sector to deliver durable and community-led outcomes across diverse displacement contexts. This study focuses on Ethiopia and Myanmar as both countries offer particularly relevant contexts to: examine how local actors are enabled and challenged in site management, support the CCCM Cluster's strategy to strengthen localization, and ensure that future site management efforts are more inclusive. To provide an evidence-base report, we carried out document analysis, Key Informant Interviews (KIIs), and an online survey (OS) to address the issue. The findings can be used more broadly by the humanitarian sector to develop long-term priorities that respond to organizational needs and build on inclusive practices of local leadership.

Across both Ethiopia and Myanmar, the findings reveal a common pattern: local actors already bear substantial operational responsibility in site management, yet their strategic authority remains constrained by structural barriers. Participation often ends at the consultative level, leadership is limited by a constant “decision-making ceiling”, capacity strengthening is narrowly technical and insufficiently institutionalized, funding flows rarely support autonomy and visibility does not consistently translate into influence.

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Abbreviations

AAP – Accountability to Affected Populations
ABC – Area-Based Coordination
ABSM – Area-Based Site Management
ANE – Action for the Needy in Ethiopia
ARP - Applied Research Project
CBOs – Community Based Organizations
CCCM – Camp Coordination and Camp Management
CBPFs – Country-Based Pooled Funds
CLA – Cluster Lead Agency
CSOs – Civil Society Organizations
DTM – Displacement Tracking Matrix
EOs – Ethnic Armed Organizations
EDRMC – Ethiopia Disaster Risk Management Commission
EHF – Ethiopia Humanitarian Fund
HAG – Humanitarian Advisory Group
IAs – International Actors
IASC – Inter-Agency Standing Committee
ICVA – International Council of Voluntary Agencies
IDMC – Internal Displacement Monitoring Centre
IDPs – Internally Displaced Persons
INGOs – International non-governmental organizations
IOM – International Organization for Migration
KIIs – Key Informant Interviews
LAs – Local Actors
LLD – Locally Led Development
L/NNGOs – Local and national non-governmental organizations
LWG – National Localization Working Group
MINT – Master in International and Development Studies
MLHN – Myanmar Local Humanitarian Network
MSCM – Minimum Standards for Camp Management
NFI – Non-Food Items
NGOs – Non-governmental organizations

NRC – Norwegian Refugee Council

OS – Online Survey

SAC – State Administrative Council

SAG – Strategic Advisory Group

SOPs – Standard Operating Procedures

TOT – Training of Trainers

ToRs – Terms of References

TWGs – Technical working groups

UNHCR – United Nations High Commissioner for Refugees

USAID – United States Agency for International Development

Glossary

Accountability to Affected Populations (AAP) – The active commitment by humanitarian organizations to use power responsibly, including taking account of, giving account to, and being held to account by the people they serve. AAP encompasses information sharing, participation, feedback, and response mechanisms at all stages of the programme cycle (IASC & Emergency Directors Group, 2016).

CCCM Cluster – Camp Coordination and Camp Management (CCCM) is the humanitarian system responsible for organizing, coordinating, and overseeing displacement sites so that people affected by crises can live in safe, dignified, and predictable conditions. It combines camp coordination with camp management. At its core, CCCM ensures that displaced communities can participate in decisions that shape their lives and that services across sectors are delivered in a coherent, accountable way (CCCM, 2021). It operates as part of the Inter-Agency Standing Committee’s Cluster approach, co-led by the United Nations High Commissioner for Refugees (UNHCR) in conflict situations and the International Organization for Migration (IOM) during natural disasters (UNHCR, 2025; Global CCCM Cluster, 2014).

Camp Coordination – the cluster-level leadership function that organizes national or regional planning for camps and communal settlements, ensures humanitarian actors are aligned, and protects the operational space needed for effective assistance. It supports authorities, designates and oversees camp management agencies, and maintains systems for assessments, monitoring, and information management. Its core purpose is to ensure coherent, accountable site responses by involving all stakeholders and strengthening government ownership (CCCM, 2021).

Camp Management – the day-to-day running of individual sites, including information, services, community engagement, and protection. It involves the overseeing of a single displacement site by coordinating services, maintaining infrastructure, supporting governance and community participation, and ensuring accurate information-sharing to identify gaps (CCCM, 2021).

De facto authorities – De facto authorities refers to actors who exercise effective control over territory and administrative functions without being formally recognized as the legitimate government by the international community. In Myanmar, this term is used to

describe the State Administration Council (SAC) following the 2021 military takeover, reflecting their operational control while avoiding political recognition (UNHCR, 2025).

Grand Bargain – A 2016 agreement between major humanitarian donors and agencies committing to make humanitarian action "as local as possible and as international as necessary," including specific workstreams on localization, direct and flexible funding, participation of affected populations, and greater transparency (IASC, 2016).

Global CCCM Cluster Strategy (2024-2029) – The strategic framework guiding global CCCM operations for the period 2025 to 2029, emphasizing a shift from sector-led to person-led approaches, local ownership, equitable partnerships, and accountability to affected populations (Global CCCM Cluster, 2024).

Inter-Agency Standing Committee (IASC) – The primary mechanism for inter-agency coordination of humanitarian assistance, established by UN General Assembly Resolution 46/182 (1991). It is composed of UN and non-UN humanitarian partners and is responsible for policy development, coordination, and gap-filling across humanitarian responses (IASC, 2021).

Internally Displaced Persons (IDPs) – Persons or groups of persons who have been forced or obliged to flee or to leave their homes or places of habitual residence as a result of armed conflict, situations of generalized violence, violations of human rights, or natural or human-made disasters, and who have not crossed an internationally recognized state border (United Nations, 1998).

International Actors – For the purpose of this research, international actors refers to international non-governmental organizations (INGOs), United Nations agencies, and other internationally headquartered humanitarian organizations operating within country-level humanitarian coordination systems. International actors typically serve as cluster lead agencies, primary donors, or implementing partners, and occupy structurally privileged positions within humanitarian coordination architecture in terms of funding access, decision-making authority, and institutional visibility (IASC, 2021).

Local Actors – Following the definition of Inter-Agency Standing Committee, local actors for the purpose of this research will pertain to; national and local authorities, local private sector and development-focused organizations, as well as actors who may not define

themselves as humanitarians but nevertheless contribute to humanitarian efforts resulting from their location or/and community connections (IASC, 2021).

Localization – The process of shifting humanitarian leadership, decision-making, and resources toward national and local actors, enabling them to lead agenda-setting and response delivery. For the purpose of this research, localization is understood to empower national and local actors to participate and lead in agenda-setting and decision-making (HAG et al., 2024; IASC, 2021).

Minimum Standards for Camp Management (MSCM) – A global reference framework developed by the Global CCCM Cluster providing operational guidance for the meaningful engagement and coordination of site management services across a range of displacement settings (Global CCCM Cluster, 2021).

Pooled humanitarian fund – A multi-donor funding mechanism managed by OCHA or a designated lead agency that aggregates contributions and allocates grants to humanitarian partners based on assessed needs and strategic priorities. Country-Based Pooled Funds (CBPFs) are one category of pooled funds designed to enable more flexible and responsive funding at country level, including direct access for local actors (OCHA, 2023).

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1. Introduction

Displacement creates a loss of access to essential services, protections, and limited agency over daily life making the CCCM sector vital to ensure that displacement affected populations are living in conditions of safety, dignity, and respect. In 2016, major donors and humanitarian organizations endorsed the Grand Bargain, committing themselves to make humanitarian action “as local as possible and as international as necessary” (IASC, 2016, p. 5). The principle has evolved through updates, like the Grand Bargain 3.0, which further emphasized “localization, participation of affected communities, and quality funding” (IASC, 2023, p. 2). Such commitments have been gradually gaining momentum becoming a core developing idea in humanitarian response (HAG et al., 2024; IASC, 2021). Despite progress, persistent challenges remain and further reform priorities continue to emerge (IASC, 2023).

Consequently, the Global CCCM Cluster Strategy (2024–2029) stresses the importance for local ownership and leadership in both site coordination and management (CCCM Cluster, 2024). The strategy highlights the importance of investing in local capacities, developing equitable partnerships, and integrating Accountability to Affected Populations (AAP) into all CCCM operations. Despite these institutional commitments, further progress depends on identifying the specific enablers and barriers of leadership on the ground.

This study focuses on Ethiopia and Myanmar as both countries illustrate the practical challenges and opportunities of operationalizing localization in CCCM. Both countries have experienced economic, political, climate and social crises and disasters, leading to a need for humanitarian assistance. Currently, an estimated 3.7 million people are displaced in Myanmar and 4.2 million in Ethiopia (UNHCR, 2026; UNHCR Regional Bureau for Asia and the Pacific, 2026). In both situations, local actors (LAs) act as first responders, playing major roles in the site management to facilitate provision of services despite scarce resources. Within such a context, this study seeks to address the practical realities of local leadership in site management by addressing the following objectives and research questions:

1.2 Overall Objectives

1. Map and analyze CCCM coordination structures led or co-led by local and/or national actors across diverse contexts, identifying commonalities and context-specific variations across the diverse countries that are leading to success;

2. Identify and document the primary enablers and persistent barriers that affect the participation and leadership of LAs while ensuring findings are context-sensitive, anonymized where appropriate, and presented in a constructive and solutions-oriented manner;
3. Assess specific resources and capacities (institutional and technical) needed by LAs to assume and sustain effective leadership roles;
4. Evaluate the impact of early engagement and capacity-strengthening strategies on enabling local leadership and shaping effective transition plans;
5. Explore differences in how local and IAs approach transition strategies and align with community needs.

1.3 Research Questions

1. What are the common and context-specific barriers, success factors, and information gaps that impact local leadership in CCCM responses?
2. How do LAs prefer to develop their capacity to support displacement-affected populations?
3. What specific resources, capacities, and decision-making opportunities enable meaningful local participation in emergency site coordination?
4. Does early engagement with community networks and local development actors, coupled with technical support, build sufficient capacity for a local-led response?
5. How do transition approaches differ between local and IAs? What lessons can be drawn to better align with local community needs?

2. Literature Review

The literature review is structured in four parts. First, it presents an overall assessment of CCCM and localization global frameworks. Secondly, it examines the key challenges associated with localization in CCCM, emphasizing critical views of current international organization efforts. Thirdly, country-specific literature is introduced to shed light on the operational realities in Ethiopia and Myanmar. Finally, a conceptual framework to establish the analytical lens and logic guiding the research is established.

2.1. Camp Coordination and Camp Management (CCCM)

2.1.1 Definition and Core Principles

CCCM aims to uphold the rights, dignity, and safety of internally displaced persons (IDPs), ensuring they have equitable access to assistance and durable solutions to displacement. The Cluster operates across a wide spectrum of displacement settings such as planned camps, self-settled sites, transit sites, collective centers, evacuation centers, and reception centers in twenty-seven countries. CCCM relies on international, national, and local stakeholders to facilitate the transition from short-term emergency response toward long-term, community based, and area-based solutions (Humanitarian Action, 2025; Global CCCM Cluster, 2024; UNHCR, 2025). These operations are guided by the Minimum Standards for Camp Management (MSCM) which provides guidance for meaningful engagement and coordination of site management services (Global CCCM Cluster, 2021).

2.1.2 Governance and Structure

At a global level, CCCM Clusters are co-led by UNHCR and IOM, while at country level, a designated Cluster Lead Agency (CLA) coordinates actions according to local humanitarian needs. CCCM roles are structured into three operational functions for camp-based responses: Camp Administration, Camp Coordination, and Camp Management (CCCM Cluster, n.d.-a; CM Toolkit, 2021).

2.1.3 Strategic Priorities and Functions

The 2025-2029 Global CCCM Cluster Strategy sets priorities and key areas of focus to guide Clusters and their partners in actions and decision-making processes. This framework emphasizes inclusive participation, AAP, capacity strengthening, protection, and adaptation to evolving challenges. Additionally, IASC defines country-level Cluster's core functions as the following: (1) to support service delivery, (2) to inform the Humanitarian Coordinators' (HC) and the Humanitarian Country Teams' (HCT) strategic decision-making, (3) to plan and implement cluster strategies, (4) to monitor and evaluate performance, (5) to build national capacity in preparedness and contingency planning, and (6) to support robust advocacy. Additionally, a seventh function may be introduced to emphasize the promotion of AAP (CCCM Cluster, n.d.-b).

2.2 Localization

Localization aims to support local and national frontline responders in implementing effective, sustainable humanitarian mechanisms (HAG et al., 2024; IASC, 2021). These actors, often part of the affected populations themselves, may be in a stronger position to assess local challenges and produce adequate solutions, as they have contextual understanding and cultural awareness, as well as greater access and trust from communities (Mania, 2021). Given these clear advantages, grounding humanitarian action in local expertise contributes to a more efficient and sustainable response with greater AAP (IASC, 2021).

In recent years, there have been increased efforts to prioritize and facilitate humanitarian action which utilizes LAs' knowledge and expertise (HAG et al., 2024). This call has not emerged suddenly, but rather, reflects decades of progress and critique of the international humanitarian system's distance from affected populations. However, some analysts argue that commitments to localization have failed to materialize, what some describe as a shift "from Grand Bargain to Grand Betrayal" (Global Governance Centre, 2020). This stagnation is emblematic of broader trends, as illustrated by Murphy and McGandy (2026), who highlight how localisation and locally-led development (LLD) have used a reformist rhetoric across development approaches without altering the existing hierarchies. Barakat and Milton (2020) mirror this argument and describe how structural barriers within the humanitarian-development-peace nexus hinder localization. These include unclear definitions of "local", ongoing narratives picturing local actors as less capable, and the entrenched political challenge of shifting authority from international institutions. For the purpose of this research, localization is about enabling national and LAs to engage and lead in agenda-setting and decision-making. This study will use the ICVA participation framework to assess how meaningfully LAs engage in humanitarian coordination (ICVA, 2024). The conceptual hierarchy maps five different types of participation: Informed, Presence, Participation, Influence, and Leadership. At the highest level of inclusion, LAs both influence decision-making and lead it, shaping the overall strategic direction.

2.2.1 International Commitments

Through the Grand Bargain, IAs have committed to strengthening partnership, capacity, financing, and coordination to enhance the participation and leadership of LAs throughout the humanitarian programme cycle (CCCM Cluster, n.d.-c). To support these objectives, the

Inter-Agency Toolkit on Localisation in Humanitarian Coordination serves as a comprehensive resource for localization in all humanitarian coordination contexts. The toolkit outlines priority actions to improve partnership and local funding, and compiles practical tools to advance localization efforts (Global Protection Cluster, 2022). This guidance is structured around the Seven Dimensions Framework for Localization: funding, partnerships, capacity, participation revolution, coordination mechanisms, visibility, and policy (Barbelet, 2018). These dimensions represent the commitments of IAs and provide both strategic and operational guidance to facilitate a transition toward more locally driven humanitarian action.

2.3 Localization in CCCM

Efforts towards localization lie at the heart of the CCCM's Cluster strategy, requiring complex changes to ensure proper implementation and sustainability of this approach. Humanitarian work is confronted with a fundamental dilemma: in order to achieve more sustainable solutions and respond to emergencies faster, it needs to shift from international to local control (De Geoffroy et al., 2017; Mania, 2021). This shift is influenced by a reduction in global funding and changed priorities and thus can be seen as not just an essential goal but also a cost-saving solution (Ilahuka, 2024). At the same time, all field researches conducted confirm the inability to localize humanitarian work (HAG, 2024; ICVA, 2024; InterAction, 2023; Noe, 2025). The core reasons for this lie in structural obstacles, namely, financial dependency and inequality in power distribution.

2.3.1 Global Strategy and Institutional Mandate

The 2025-2029 Global Strategy by CCCM Cluster focuses on moving away from the current sector-led response towards a person-led strategy, whereby the communities will define their needs and the responders will be flexible enough to adjust and find a multi-sector solution (CCCM Cluster, 2021; CCCM Cluster, 2024; UNHCR, 2025). At the institutional level, this means a change from the current management role to an advisory one, which is a significant reform to enable the transition of camp management to LAs. However, although there is a clear institutional mandate, the implementation of results faces challenges due to the absence of a systematic framework for its implementation (HAG, 2024; ICVA, 2024; InterAction, 2023; Noe, 2025). According to the existing literature, the success of the localization may face obstacles due to some influencing factors, ranging from the availability of resources to operational disconnects (De Geoffroy et al., 2017; Guzeviciute & Varghese, 2023; Mania,

2021). The importance of having a universal framework to guarantee localization under various conditions cannot be overemphasized. The conceptual and institutional scenario has been identified, but its execution remains obstructed (De Geoffroy et al., 2017; Harb, 2025; Kamal, 2023).

2.3.2 Factors influencing Localization

Despite efforts towards reforms on a global scale, the process of power transition often faces several barriers that hinder LAs' capacity to go beyond the stage of presence to become strategic actors. The analysis of these aspects will be discussed in the subsequent paragraphs to create the lens for analyzing the realities of the field in Ethiopia and Myanmar.

2.3.2.1 Participation and Leadership of LAs

In accordance with the conceptual framework developed by ICVA, Leadership constitutes the highest level of engagement in the localization process. A major structural obstacle lies in the fact that engagement of most LAs usually remains limited between Presence and Participation, often failing to reach the crucial point of Influence. Such a major discrepancy hinders efforts towards achieving efficient local leadership and co-coordination situations. Such a systemic problem referred to as a “decision-making ceiling” occurs since coordination mechanisms tend to be more focused on the exchange of information rather than actual decision-making processes (ICVA, 2024, p. 8). Moreover, LAs are marginalized by the existing perceptions of their reduced capacities in comparison with international actors (InterAction, 2023). This is made even worse by logistics and language barriers which hinder the participation of local NGOs in the coordination process (HAG, 2024; ICVA, 2024; InterAction, 2023; Noe, 2025).

2.3.2.2 Capacity-strengthening

The literature identifies certain issues that pose a threat to capacity-building processes, which include problems with financing and lack of sustained training programs (De Geoffroy et al., 2017; HAG, 2024; ICVA, 2024). Moreover, the use of paternalistic capacity-building strategies and imposition of knowledge from above may result in reification of racial hierarchies and exclusion of LAs because of failure to recognize the capacities already possessed by LAs (Harb, 2025).

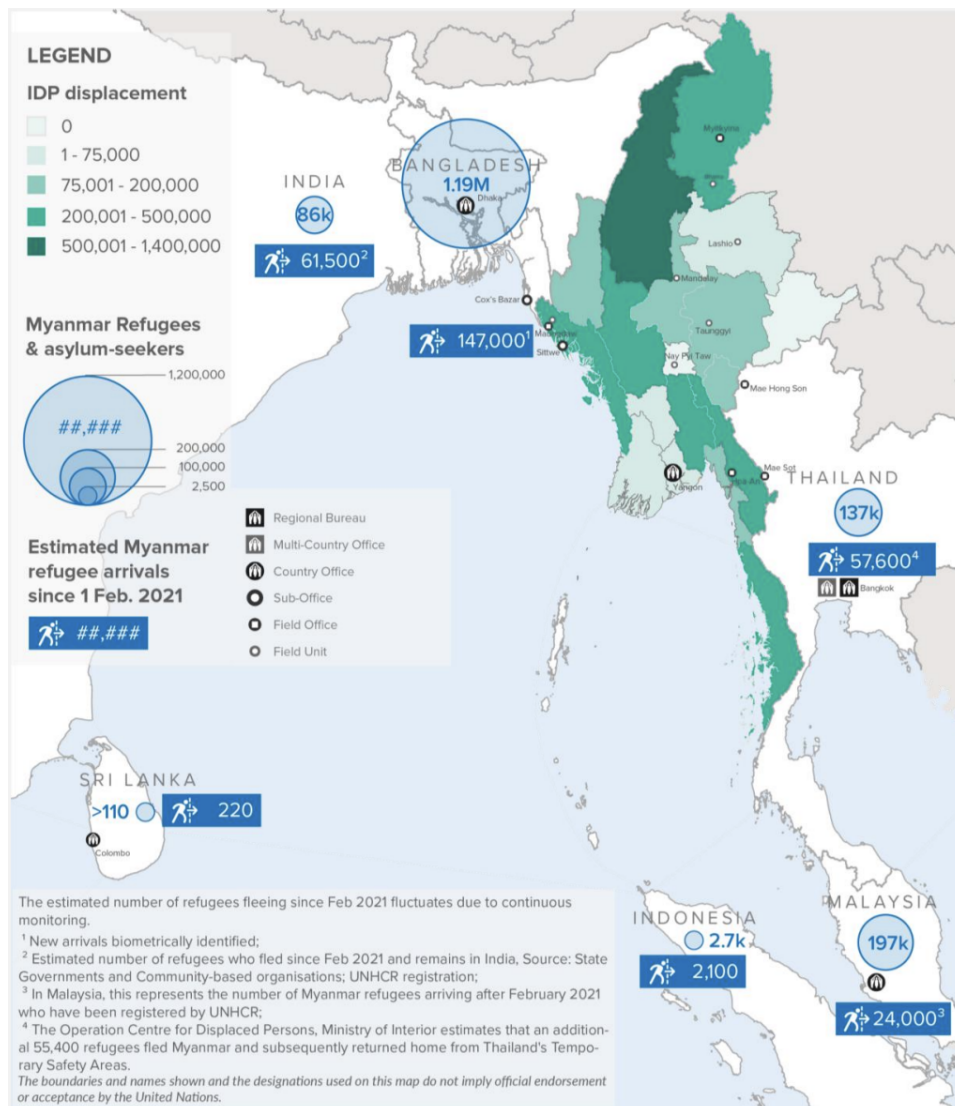
2.3.2.3 Access to Funding

The underfunding and financial instability of the organization make it difficult for them to have sustainable growth in the future and prevent them from achieving the Influence and Leadership status (Global Humanitarian Overview, 2024; Schmitz & Mitchell, 2025). The funding model used to fund the LAs makes them a subcontracted partner in absorbing the risk instead of making them a strategic partner that deserves investments (Frennesson et al., 2022; InterAction, 2023). In addition, the asymmetry in the power dynamics in the distribution of funds creates a financial dependency environment where the LA feels pressured to take leadership roles (HAG, 2024; ICVA, 2024; InterAction, 2023; Noe, 2025).

2.3.2.4 Partnerships

Partnerships between LAs and international agencies in practice often lack transparency, long-term feasibility, meaningful investment in local capacity-strengthening, and are frequently only designed to meet donor requirements (DCA, 2025). This arrangement is not conducive to inclusion and capacity building, thus leaving LAs unable to engage in humanitarian activities on equal footing with international partners (DCA, 2025; Guzeviciute & Varghese, 2023; Harb, 2025; Mania, 2021).

2.4 Country Context: Myanmar



Source: UNHCR Myanmar Situation Regional Update #7 (January-March 2026) (UNHCR Operational Data Portal)

2.4.1 Displacement Context

For decades, people in Myanmar's contested regions have been facing most protracted multifaceted displacement crises resulting from the struggle to find an equitable socio-political compromise that could foster ethnic reconciliation and peacebuilding between the various disputing factions. Conflict-induced displacement, driven by tension between the State Administrative Council (SAC), and Ethnic Armed Organizations (EAOs), remains the primary cause of internal displacement. Natural hazards such as monsoons, heatwaves, and earthquakes, drive displacement and exacerbate the already challenging living conditions and

intervention possibilities (Australian Red Cross, 2023). The inaccessible topography of IDP sites complicates service delivery and sustained engagement with displaced communities.

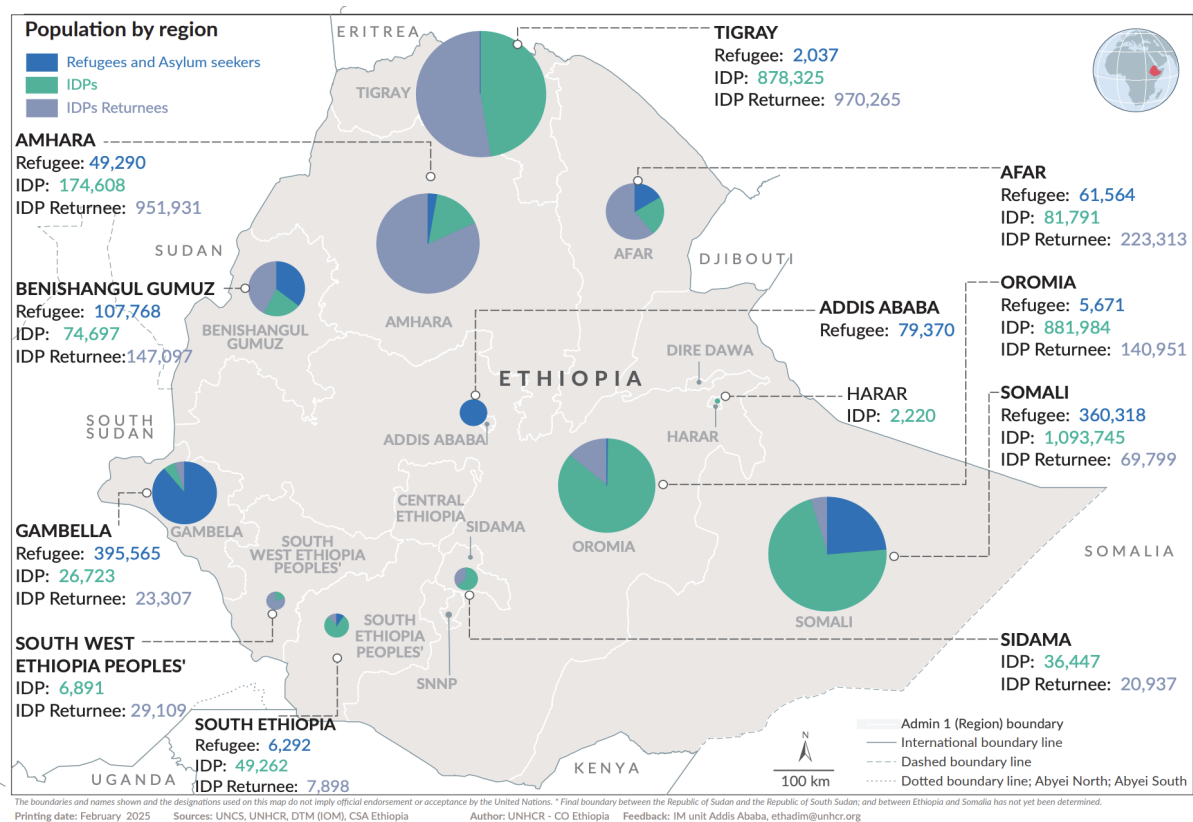
In the absence of a national displacement response and protection framework, CCCM constitutes a key pillar for displacement-affected communities. Led by UNHCR, Shelter/ Non-Food Items (NFI)/ CCCM Cluster interventions are implemented in camps, camp-like settings, and communal settlements, but do not intervene in host-family situations (Myanmar Shelter Cluster, 2025). The Cluster, comprising fifty-six partners, operates through sub-national clusters, area-based approaches, and technical working groups (TWGs) established in all seven regions. The 2025 response plan reiterates the need to focus on high-conflict and high disaster risk environments as well as the need to expand its network of LAs and emphasize localized management to allow sustainable support for IDPs (Myanmar Shelter Cluster, 2025).

2.4.2 Localization Landscape in Myanmar

In Myanmar, there has been an expansion of localization efforts in the last decade with predominantly Community Based Organizations (CBOs), volunteer networks, and faith-based groups taking the lead in providing vital frontline immediate responses especially in more inaccessible areas. Since the 2021 coup, LAs have criticized the ensuing conflict paradox for local humanitarian on the ground in Myanmar (Barter & Sumlut, 2023). Currently the localization paradigm in Myanmar is being perceived by some as a forced localization, intertwined with an increase in “bunkerization” (remote management) practices (Wells & Maung, 2024). This created an abrupt expansion of reliance on LAs without a complementary development of an organizational culture required to enforce a genuine support-driven localization (Haines & Buchanan, 2023).

Decades before the expansion of formal humanitarian operations in Myanmar, self-organized solidarity structures and long-standing resistance networks had already been sustaining displaced and crisis-affected communities (Décobert & Wells, 2025). Against this backdrop, local Burmese actors understand localization not as a technical adjustment to humanitarian practice, but as recognition of systems that pre-date international involvement. They emphasize the value of contextual knowledge, equitable bilateral relationships, and shared decision-making (Décobert & Wells, 2025), standing in contrast to what is described as the instrumentalization of the localization agenda (MLHN, 2022).

2.5 Country Context: Ethiopia



Source: Ethiopia Refugees and IDPs statistics January 2025 (UNHCR Operational Data Portal)

2.5.1 Displacement Context

Ethiopia continues to experience complex, overlapping crises that have driven large-scale internal displacement creating persistent humanitarian needs. According to the latest IOM DTM National Displacement Report, Ethiopia hosted approximately 1.9 million IDPs across 2,060 accessible assessed sites as of August 2024 (IOM, 2025) with approximately 1.7 million people in urgent need of CCCM support (CCCM Cluster, n.d.-a). Following its formal activation in 2021, the Government of Ethiopia designated the Ethiopia Disaster Risk Management Commission (EDRMC) as the focal agency for CCCM. Co-coordinated by IOM, UNHCR, and Action for the Needy in Ethiopia (ANE) as a national NGO representative. The Cluster currently partners with ten organizations implementing site management, coordination, and community engagement activities across priority regions, managing 70 sites (CCCM Cluster, n.d.-a). The Clusters four operational pillars—camp and area coordination, site maintenance and improvement, community participation and

self-governance, and capacity building—form the core of Ethiopia’s site management framework, promoting community participation and AAP.

2.5.2 Localization Landscape in Ethiopia

The EHF's 2025 Strategy directs roughly 40% of its resources toward local actors, with explicit commitments to equitable partnerships, capacity building, and shared risk, a position reinforced by the 2024 CBPF Review, which similarly highlights pooled funds as a mechanism for strengthening local empowerment and response efficiency (EHF, 2025). Yet these policy shifts do not automatically produce genuine local leadership on the ground. In Ethiopia, Mulder's (2023) concept of "externally driven localization" captures the tension well: local actors are brought further into coordination and implementation structures, but decision-making authority continues to be shaped by international priorities and partnership arrangements defined from the outside (Jayawickrama & Rehman, 2018). This is not an isolated concern, broader localization scholarship warns that aid structures routinely reproduce top-down control even as they adopt the language of participation (Roepstorff, 2020), and that the politicization of local partnerships introduces additional structural risks (Barakat & Milton, 2020). Against this backdrop, the National CCCM Cluster's Localization Framework, with its emphasis on local ownership and meaningful inclusion in coordination, can be understood as an institutional attempt to close some of these gaps.

2.6 Conceptual Framework

The study is organized around five localization dimensions drawn from the HAG CCCM Localization Study (2024): Participation & Representation, Leadership, Capacity Strengthening, Resourcing & Funding, and Visibility & Partnerships. These pillars structure both data collection and analysis across the Ethiopia and Myanmar case studies, and each corresponds directly to the study's core research questions (see Table 1). The broader understanding of localization — and the rationale for examining system-level influences — draws on IASC localization guidance (2021) and the Global CCCM Cluster Strategy (2025–2029). How these frameworks translate to the site level is an operationalization developed by this study itself, designed to bring them into dialogue with the practical realities of site management. Each dimension is then anchored by concrete indicators and thematic codes applied consistently across all data sources.

Table 1: Conceptual Framework, Localization Dimensions, Site-Level Operationalization, Cluster Influences, and Related Research Questions

Localization Dimension (HAG, 2024)	Cluster Level Definition (HAG, 2024)	Localization Dimensions at Site Level for Local Actors	System & Cluster Influence (Enablers and Barriers) on Local Actors	Related RQs
Participation & Representation	Local actors' ability to participate meaningfully and influence decisions in CCCM coordination.	Local actors included in site-level coordination; influence decisions, not only attend; consulted early on planning, assessments, relocations, and service changes.	Meeting language, location, timing, and format; cluster inclusion norms (invitation, agenda-setting); international actors' openness to sharing decision space.	RQ1; RQ3
Leadership	Local actors take on coordination and decision-making roles in site management.	Local actors lead or co-lead site governance structures; manage or co-manage sites; support transition pathways.	Risk policies of international actors; contracting models (partner vs. subcontractor); cluster endorsement of local leadership; local actors lead or co-lead cluster coordination.	RQ1; RQ3; RQ4; RQ5
Capacity Strengthening	Technical and institutional strengthening that enables local actors to perform CCCM roles effectively, including building skills, systems, and tools.	Tailored CCCM training (site planning, community feedback mechanisms, governance) and on-the-job mentoring; capacity-sharing and mutual respect; local development of CCCM tools and SOPs.	Quality, duration, and type of international actors' capacity support; tendency toward capacity substitution; funding for training; acknowledgement and reciprocation of local actors' capacity.	RQ2; RQ4
Resourcing & Funding	Access to predictable, flexible, and adequate resources to sustain local leadership.	Predictable funding for site-level roles; access to overheads; staffing, transport, and communication resources for sustained presence.	Internationally controlled funding models; donor restrictions; bureaucratic constraints; cluster resource mobilization priorities; flexibility in funding.	RQ1; RQ3; RQ5
Visibility & Partnership	Recognition of local actors' contributions and equitable working relations.	Local actors credited in reports, dashboards, 5Ws, and billboard notices at sites; joint assessments conducted with local actors; local perspectives integrated in outputs.	International actors' branding practices; cluster communication norms; narrative and reporting control; burden and risk sharing.	RQ1; RQ5

Source: Authors' compilation

3. Methodology Design

3.1 Research Design

The study makes use of a mixed methods design known as the convergent parallel approach by obtaining both qualitative and quantitative data at the same time (Creswell et al., 2011). Such a methodology will help the study gain insights on the dynamic processes that happen in each case while developing systematically coded evidence for comparison purposes among the diverse respondents. The three-method strategy used includes Document Analysis, Online Survey (OS), and Key Informant Interviews (KIIs) to obtain rigorous evidence.

3.1.1 Research Instruments

- Document Analysis: This instrument set the stage for the policies, institutions, and operations of localization and acted as the triangulation tool used alongside data collected from the survey and KII. The study examined documents from the global level and country level, which included CCCM strategy documents, cluster guidelines, localization frameworks, Humanitarian Response Plan documentation, and EHF/CBPF related documentation. Document review was conducted against the five thematic pillars, where institutional documentation is compared to the actual experiences told by respondents. This was crucial in identifying gaps in documentation.
- Online Survey: Conducted using Qualtrics with customized survey forms for Local and International actors. Provides insight on trends at the macro-institutional level.
- Key Informant Interviews (KIIs): Semi-structured interviews whereby the key informant is an expert whose experiential knowledge gives insights into the micro-level reality of site management.

3.1.2 Ethical Considerations and Data Protection

All procedures have been reviewed and approved by IOM. This study uses the Do No Harm approach since information about institutional relations in conflict-affected contexts is highly sensitive.

- Consent: Prioritization of verbal and written informed consent was used to avoid risks of documentation in a sensitive context.
- Anonymization: Direct identifiers were substituted with codes in restricted and encrypted files in order to make re-identification impossible.
- Storage and Deletion: The raw data will be kept only on LEAF Geneva Graduate Institute cloud server. All datasets will be securely deleted 90 days after final report submission.
- Power Imbalance: In order to motivate the participants to speak truthfully, it was assured that their recordings and direct quotes would not be passed to donors or cluster leads.

3.1.3 Population and Achieved Sample

The research population includes both international and local actors involved in site management in Ethiopia and Myanmar. For this study, a special sampling frame has been used which is allowed by national coordination and gives a high degree of concentration of institutional knowledge. For the case of Ethiopia, the team was able to build a solid qualitative basis from the interview of four LAs and four IAs. The LAs' interviews represent more than 60% of organizational involvement of local NGOs that conduct CCCM operations.¹ The KIIs are supported by 14 survey responses that provide a mapping of practitioner perceptions across various operational levels.

For Myanmar, the team interviewed five international actors but could not do surveys or interview local actors due to access constraints.

4. Findings

The findings presented in this section are based on a synthesis of primary and secondary data collected. They are presented following the conceptual framework provided in the literature review.

4.1 Participation and Representation

4.1.1 Formal Inclusion in Coordination Structures

Across both contexts, LAs have formal roles within CCCM coordination structures, yet the translation of these positions into substantive influence remains limited and uneven. In Ethiopia, LAs hold seats at coordination tables, take part in working groups, and were integrated as national co-leads, making Ethiopia among the first CCCM contexts globally to do so. In Myanmar, a similar numerical dominance exists, with sub-national coordination meetings deliberately conducted in Burmese to enable broader local engagement:

"So, our meetings are held in Burmese language [...] because English is not our first language and sometimes when it is spoken in English, people tend to feel maybe a bit more uncomfortable to speak up or to discuss." (KII_MY02)

¹ As of our knowledge, and confirmed by the National CCCM Cluster, there are a total of six national NGOs active, currently implementing CCCM activities.

Survey data reveals, however, that this formal inclusion is concentrated in the implementation phase rather than at the strategic design stage. When asked when their organizations are consulted, 93% of LAs reported consultation during the response, but only 43% before it, pointing to a systematic gap in early-stage inclusion that constrains agenda-setting influence (Annex V, Q6). A clear perception gap emerges between actor types: while 67% of IAs reported consulting local organizations before the response, only 43% of LAs reported the same, a 24-percentage-point gap that quantifies the mismatch between how inclusion is practiced and how it is experienced (Annex VI, Q6; Annex V, Q6).

This gap between formal inclusion and early-stage strategic involvement is further compounded by the absence of clear procedures for decision-making authority when INGO partners exit a site, a structural gap identified across the reviewed documentation. An IA from Ethiopia described this as a "strategic failure" to integrate LAs into project design from the outset, noting that transitional handovers have been top-down, inconsistent, and unable to adapt to the declining resources that have characterized the context since the 2021 conflict (KII_ET03).

4.1.2 Consultation Without Control: The Decision-Making Gap

Beyond formal positions, LAs repeatedly described their participation as falling short of where it should be. One LA estimated local participation at approximately 70% of where it should be (KII_ET05). At the global level, this pattern appears structural with national-level negotiations typically happening directly between governments and UN agencies, leaving LAs without a real strategic voice. In practice, this pushes them into operational roles while the decisions that actually matter remain in international hands (KII_GL02).

In Ethiopia, LA participation was described as largely consultative, with final decisions resting with the national cluster or government (KII_ET04; KII_ET06; KII_ET08). In Myanmar, one LA noted that while information sharing, data collection, and monitoring were recognized as their domain, decision-making authority was explicitly off-limits (KII_MY04).

Survey data on how often LAs' input is reflected in final decisions confirm this with results clustered at "sometimes" and "often" (36% each), with only 21% reporting "always" (Annex V, Q7). This aligns with what the conceptual framework describes as a "decision-making ceiling," with LAs consistently falling short of the Influence and Leadership levels of the participation hierarchy (ICVA, 2024).

Even among local actors, access to decision-making is stratified. As one local actor put it: "The more funding you have, the more visible you become [...] It is a matter of elephants and rabbits" (KII_ET05). This metaphor captures a structural asymmetry in which larger, better-resourced organizations accumulate visibility over time, while smaller LAs, often faster, more flexible, and more directly connected to communities, are rendered institutionally invisible. Visibility attracts funding, and funding generates more visibility, creating a cycle that quietly shuts out newer or smaller actors regardless of how much they're actually doing on the ground.

4.1.3 Hindrances to Meaningful Participation

The survey identifies the structural barriers that both contexts document qualitatively. The most commonly cited barrier to participation was logistical issues were the most commonly cited hindrance (43%), followed by communication (36%) and technical issues (29%) (Annex V, Q11).

These findings resonate with Myanmar, where access restrictions, connectivity limitations, and security scrutiny severely constrain participation. The 2025 HNRP further documents that many sites in Sagaing, Magway, and parts of the Southeast are informal, self-settled, or inaccessible. Informants corroborated this, pointing out that international organizations in Myanmar are largely excluded from non-SAC-controlled areas, leaving LAs as the primary and often only operational presence in these places (KII_MY01; KII_MY03).

In response to these barriers, both countries have engaged in structural reform efforts, though results so far have been limited in practice. In Myanmar, the transition to Area-Based Coordination (ABCs) since early 2025 represents the most significant structural attempt, with local CSO chairs selected through an open process and coordination groups set up to give equal representation to UN agencies, INGOs, and national CSOs (KII_MY01; KII_MY02). However, the reform remained in its early stages at the time of data collection, with one participant mentioning that new approaches were slow to reach LAs on the ground because of connectivity problems (KII_MY05). In Ethiopia, the National CCCM Cluster's Localization Framework represents a similar institutional commitment, though document analysis provides limited evidence of how much has actually changed in practice.

4.2 Leadership

4.2.1 Site-Level Leadership and Local Agency

One of the findings of this research is the discrepancy between formal roles of leaders and their practice on the field. Current strategy documents do not make any differentiation between leadership at coordination level and leadership at site management level. The implications of such an approach are important for analysis: whereas humanitarian documents provide for a collaborative governance model, real life situations are characterized by an authority gap. The primary data collected in Ethiopia corroborate such conclusions. On the one hand, 93% of LAs claim that they have the ability to solve urgent problems related to the site (Annex V, Q13). On the other hand, only 36% of respondents define themselves as the lead of the CCCM response (Annex V, Q17). Thus, high operational efficiency does not imply being a strategic leader. Such an opinion is held by 67% of IAs who think that "Joint Authority" holds the ability to solve urgent problems (Annex VI, Q39).

The change to ABC in some parts of Myanmar has turned out to be a structural facilitator by clearly defining the role of LAs as chairpersons and making them central to the coordination process (KII_MY02). However, this does not automatically mean that LAs are effective leaders. Upon being asked about local leadership, four IAs (KII_MY01; KII_MY02; KII_MY04; KII_MY05) directed their answers to the LAs capacity of information-sharing and proximity to the IDP communities. This is because in Myanmar, LAs are linked to technical competence and not leadership. As KII_MY02 interviewee pointed out:

“I mean, these local actors are actually the drivers in the cluster work... We rely on these actors. We need to get information from them, on the ground, like the logo availability on the materials, shelter materials, the costing, the structure, etc. We need their technical support, their technical inputs.”

4.2.2 Follow-up, Accountability, and Challenges

Although governance documents (such as CCCM Cluster Organogram) specify positions and mandate institutions, they neglect to capture how power is actually exercised and the nuances of daily site governance. This systematic failure in documenting governance creates a blind spot concerning the vastly differing realities and risks involved in the case studies.

In the case of Ethiopia, the problem of lacking documentation comes together with the issue of partner negligence as raised by an Ethiopian respondent (KII_ET05). According to this

respondent, even though international actors are highly visible within the camps through their banners and other means, they often do not attend meetings on site level. In the words of the respondent, "In the important issues, they [IAs] did not participate in the meetings." The lack of engagement by IAs in these meetings effectively hinders local accountability mechanisms and forces local actors to bring the issues to the national cluster level just to attract IAs' attention.

While the challenges in Ethiopia center on demanding international accountability and strategic respect, LAs in Myanmar face a completely different reality dictated by existential threat. In the Myanmar context, severe political pressure from *de-facto* authorities transforms public humanitarian visibility into a direct security risk for local organizations. This creates a conflict paradox where assuming a visible, formal lead in camp coordination is dangerous rather than empowering. Consequently, rather than seeking autonomous leadership, many LAs propose a joint leadership model. As one international informant (KII_MY01) observed:

Whereas the difficulties faced in Ethiopia revolve around achieving international accountability and respect, those facing LAs in Myanmar are different in light of the existential threats that the latter poses. In Myanmar, the heavy political pressure that emanates from the *de-facto* authorities turns public visibility into a threat to the security of LAs. This results in a paradox of leadership whereby taking a leading position in camp coordination poses an inherent danger to the LAs involved. As such, most of the LAs opt for joint leadership instead of autonomous leadership. According to an international informant (KII_MY01):

“So rather than obviously taking the lead in some of the coordination bodies. And also being more visible in that sort of coordination bodies, it's not a very ideal situation as they say. So some propose that the joint leadership between the international agencies or the UN organizations, and the local actors is more ideal”

Moreover, in Northwest Myanmar, the interview with an international actor, KII_MY02, reveals that there is no presence of any local co-chair in the CCCM clusters. This means that all coordination and agenda-setting activities have been left to the international organizations alone, thus rendering the response structurally excluded due to political risk.

4.2.3 Resource Dependency and the “Decision-Making Ceiling”

Financial independence is the greatest driver of genuine leadership agency. This is according to evidence collected from informant KII_GL01, where the use of independent funding by organizations leads to “phenomenal leadership” and the ability to expand aid internationally to countries like Yemen and Gaza without depending on the UN system. The independent funding could be seen in the case of the “Zakat” funding model in Indonesia.²

LAs face the continuous dilemma of balancing community needs against the bureaucratic needs of lead agencies. The dependence results in a “decision-making ceiling” that is reinforced by compliance needs, which are listed by 66% of IAs in Ethiopia as the key driver behind the decision to share leadership roles (Annex VI, Q17). This global experience resonates with the notion that LAs are “beholden” to the UN system for funding, which means that they cannot be part of strategic discussion on resource allocation or humanitarian appeal (KII_GL01). Given that most LAs function as implementing partners of lead agencies of the clusters, they have a tendency to follow the lead agency agenda.

4.3 Capacity Strengthening

4.3.1 Type of Support Received and Observed Improvements

4.3.1.1 Training as the primary modality across contexts

Technical CCCM training is the dominant form of capacity support in both Myanmar and Ethiopia, provided primarily through cluster-led initiatives. In Ethiopia, the interviews highlighted how the cluster has delivered structured training across camp governance, information management, site improvement, and community participation, complemented by further training on site profiling tools, service monitoring frameworks, activity reporting, and community feedback mechanisms (KII_ET04; KII_ET05; KII_ET06; KII_ET03; KII_ET02). In Myanmar, the national cluster has similarly provided basic CCCM training covering humanitarian principles, data management and protection, and community participation. A notable feature of the Myanmar context is the Area-Based Site Management (ABSM) module, as one international actor from Myanmar explained, ABSM was designed to reach communities scattered across host communities, villages, and informal settlements rather than concentrated in formal camps (KII_MY01).

² As KII_GL01 noted, the Zakat model is an independent fundraising system based on the Islamic practice of charitable giving. This model allows local organizations to generate private resources for humanitarian assistance rather than relying on UN or government funding.

From a global CCCM perspective, the cluster has invested heavily in capacity-building training over the past fifteen years, with training packages adapted across contexts and translated into locally usable formats making training genuinely applicable at local level (KII_GL01).

4.3.1.2 The TOT cascade model

The Training of Trainers (TOT) model is recognized at the global level as the foundational mechanism for expanding the reach of CCCM capacity-building, and has been the dominant approach for approximately fifteen years (KII_GL01). A global informant described how the model "has been innovated in different ways in different countries" (KII_GL01), evolving from a generic framework into country-specific Standard Operating Procedures (SOPs). In Ethiopia, the TOT model has enabled trained local staff to replicate learning within their organizations, improving inter-partner coordination, organizational credibility, thereby gaining recognition from both donors and the cluster (KII_ET04; KII_ET06). In Myanmar, a pool of certified CCCM TOT trainers has been established nationwide, enabling basic CCCM training across diverse contexts (KII_MY02).

Survey data supports the prominence of technical training: 47% of LAs respondents reported having received technical capacity support in the past twelve months, and 71.4% identified technical training as the type of support that had most strengthened their ability to operate independently (Annex V, Q19; Annex V, Q41). A LA in Ethiopia captured the transformative effect of this support as follows:

"Before the training, we were empty, simply empty. We were reporting poor quality reports, poor data, a poor complaint and feedback mechanism. After the training, we have capacitated four or five staff. Now they are experts, almost. The output is very remarkable" (KII_ET05 [Local Actor]).

In Myanmar, despite TOT serving as a critical enabler, funding cuts have generated human resource issues. As one participant noted "The previous CCCM staff... are not within the network anymore... due to budget shrinking. (KII_MY01)". Previously trained staff are not being retained due to stresses within the context generating institutional memory losses and halting the effectiveness of technical continuity. These dynamics collectively weaken the sustainability of localization gains achieved through previous TOT investments.

4.1.3.3 Coaching, mentoring, and on-site accompaniment

Beyond formal training, on-site accompaniment and coaching have proven especially effective where they have been implemented, though their use has been uneven and under-resourced. In Ethiopia, at site governance level, functioning IDP committees, complaint and feedback mechanisms, and community members equipped to report and advocate on their own behalf were attributed directly to sustained capacity building, coaching, and mentorship over multiple years (KII_ET06; KII_ET08).

In Myanmar, sites where CCCM training allowed for more organised operations and that one of the most significant shifts was a broadened understanding of why CCCM coordination matters, moving beyond physical assistance delivery toward the importance of data, deduplication, and cross-partner coordination (KII_MY01; KII_MY05). One participant similarly noted that coaching is "more tangible because you are there in person, supporting them and working together with the communities directly at the same time" (KII_MY02). At the global level, an informant confirmed that mentoring was valuable but "takes quite a lot of time," and noted that it requires sustained investment that is rarely built into project budgets (KII_GL01).

4.3.2 Capacity Gaps

A critical gap runs through both Ethiopia and Myanmar: institutional capacity building, covering financial systems, HR, procurement, and documentation software, falls entirely outside the CCCM cluster's mandate, leaving local actors without a viable pathway to the organizational strengthening they need most. As one local actor put it: "If you ask the CCCM cluster, it is out of their scope. If you ask the protection cluster, same thing" (KII_ET05).

Even where training is delivered, the conditions to actually apply it are often missing. In Myanmar, actors trained through TOT described wanting to replicate the training but lacking the resources to cover basic logistics. Camp committee members work entirely on a voluntary basis with no compensation, managing complex sites while simultaneously managing their own livelihoods, a structural reality that no training package addresses (KII_MY04; KII_MY05). A global-level key informant named the resulting paradox directly: the organizations most in need of sustained capacity building are precisely the ones least positioned to attract the long-term partnerships that would make it possible (KII_GL02).

The suspension of capacity building activities in 2025–2026 following the withdrawal of US foreign aid throws these failures into sharpest relief. The cuts have come at the exact moment when local actors are being asked to absorb the greatest share of responsibilities from departing international partners. A local actor from Ethiopia described it this way:

"Why do you invest in capacity building if you cannot give them funding? If you are building capacity, you are getting to know the organization, you are believing them, identifying their gaps. So at least you should support them with something" (KII_ET05).

4.3.3 Local Best Practices as a Knowledge Source

Across both country contexts, training content is shaped by cluster objectives rather than local organizational needs, preparing LAs to implement internationally defined projects rather than to lead independently. An Ethiopian LA directly challenged this top-down standard-setting:

"The global shelter standard is 3.5 square metres per person, but in local areas, in that same space we sometimes put two or three families. Global actors should understand the local situation. Otherwise, we will bring another damage to the people themselves" (KII_ET04).

Similarly, one Myanmar participant noted the need to "contextualize before delivering." (KII_MY01). and described "global training material as too technical", a call for the training content to be adapted and responsive to where the community is in terms of access and need.

International actor KIIs highlighted the Community-as-Lecturer workshop as a successful initiative, positioning community members as knowledge holders and humanitarian actors as learners, directly reshaping project designs. These innovations have been recognized in isolated cases, but no systematic mechanism exists through which LAs can formally propose adaptations or feed ground-level knowledge into global CCCM standards and frameworks (KII_ET01; KII_ET03). Document analysis confirmed that available materials specify what the cluster delivers to LAs but contain nothing on what LAs know that the cluster should be learning.

4.4 Resourcing and Funding

4.4.1 Funding Sources and Models

Funding emerged across all KIIs as the most mentioned cross-cutting constraint identified as a root cause of gaps in participation, leadership, capacity, and partnership. Funding models described by participants include: direct implementation by LAs through pool funds (primarily EHF), sub-granting through cluster lead agencies (IOM and UNHCR), where local organizations receive funding as implementing partners within larger projects, and rapid response funding mechanisms that pair funding with on-the-ground technical assistance.

In both Ethiopia and Myanmar, sub-granting remains the dominant partnership model, with local organizations primarily holding roles of implementing partners or service providers. LAs and IAs alike identified financial access as directly shaping the ability of LAs to sustain operations and exercise effective leadership. This is reinforced by the survey data: 79% of LAs reported their current funding allows them to obtain their objectives in the long-term only slightly (29%) or moderately (50%) (Annex V, Q23).

In Myanmar, funding mechanisms face additional challenges as many local organisations are unable to register formal bank accounts under the current political conditions, therefore they cannot even meet basic compliance requirements (KII_MY02). This leads to limited direct funding pathways and LAs relying on intermediary systems. In Ethiopia, the EHF was consistently identified as the most significant direct funding avenue for LAs with the cluster playing a dual role as both capacity builder and gatekeeper responsible for preparing organizations for eligibility while also determining which actors are recommended for EHF consideration (KII_ET01; KII_ET02; KII_ET04).

Access to these funding streams remains uneven, one LA noted that despite four years of active participation in the cluster, they had received no funding, with “99% of the available pool concentrated in one or two organizations (KII_ET05)”. Dynamics were similarly mirrored in Myanmar, especially following the funding cuts, as donors tend to stick with their existing trusted and visible partners (KII_MY03; KII_MY05). Visibility is not always equally attainable due to security constraints, some LAs must maintain a low profile. As one participant explained, “if donor agencies don't know them and what they are doing, it's also difficult for the donor organizations to connect with them and then establish a partnership. (KII_MY02).” This results in a ‘zero sum game’ in both country contexts, where competition

among LAs constrains the space for new actors and innovative approaches to emerge. As reflected in the document analysis findings, challenges in funding are not only a question of eligibility or capacity, but also a matter of hierarchical structures and established power relations.

4.4.2 Structural Constraints and Disruptions

The KIIs discussed the barriers to predictable, long-term funding at length. LAs' effective participation and leadership in the KIIs and document analysis was described as greatly hindered by inflexible funding. Eligibility and due-diligence requirements related to digital systems, international procurement standards, and compliance frameworks were identified as exclusionary for many local organizations (KII_ET02; KII_ET03; KII_MY01; KII_MY02; KII_MY05). Participants emphasised that the barrier is not only technical but also related to attitude among donors and international partners. "If I had a chance to change one requirement, I would change their attitude," said one local respondent (KII_ET05).

Multiple participants pointed to a deeper conceptual problem: CCCM can be overlooked by donors as a direct service providing mechanism rather than a cross-cutting coordination function. One participant observed, "there is a kind of deprioritizing of CCCM from international donors (KII_MY01)". Myanmar actors reiterated this around a misunderstanding of CCCM's value, "funding has been considered only for life saving and therefore the allocation to the site management it always remains behind. (KII_MY05). This has caused severe operational consequences particularly as the sector is already facing severe resource constraints. Correspondingly, a major theme discussed by the participants is the funding shortage and its effects on project discontinuity. Intermittent or unstable funding disrupts organizational capacity making it difficult to maintain budgets, retain staff, or respond to price fluctuations (KII_MY01; KII_MY02; KII_04; KII_GL01; KII_ET02; KII_ET04). Funding disruptions, including the withdrawal of the United States Agency for International Development (USAID) in 2025, were found to be destabilising shocks to CCCM operations. As a local actor put it:

"The whole system collapsed as a result of the stop work order. The most affected was the camp coordination, we had bi-weekly meetings that stopped. ... If we lose communication with all those structures, these structures totally collapse" (KII_ET_04).

In Myanmar, even defining which sites require CCCM assistance is a political question, given the complications of engaging with both EAOs and the de facto SAC authority (KII_MY02; KII_MY04; KII_MY05). This politicisation of basic information has direct implications for funding when displacement cannot be openly admitted, needs assessments are incomplete and donors lack the baseline data necessary to allocate funds. One participant stated, “in some areas we can’t even mention IDP (KII_MY05),” underscoring how even terminology can lead to suspicion of communities thereby restricting access. Short-term displacement patterns due to the volatility of the ongoing conflict in Myanmar complicate efforts to secure funding for CCCM. Repeated destruction of shelters and services results in continual losses for communities and implementing partners. As one participant explained, “When we provide shelter... if that area is affected again... losing these resources causes hardship (KII_MY01)”. Short term funding compounds these challenges, as one participant captured “is more like a one off, assistance, not, building, like not aiming to build on the people's resilience (KII_MY02).” These recurring shocks make it difficult to demonstrate the durability of investments and outcomes within standard funding cycles, reinforcing a cycle of emergency response rather than resilience-oriented site management.

4.4.3 Alternative Funding Models

LAs discussed alternative funding and resource mobilization models already emerging. In response to unmet needs in firewood provision, one organization mentioned that they gained funding from the local government, private sector actors, and the displaced communities themselves (KII_ET04). LAs discussed alternative funding and resource mobilization models already emerging. One respondent mentioned the Adwa Community Resource Center, a success story of bottom-up localization that has achieved self-sustainability through income-generating activities of the IDP community (KII_ET_02 [International Actor]). Local religious networks can provide rapid, trusted financial support, allowing also for LAs to have greater decision-making power and flexibility. Religious leaders also can rally funding as they are a trusted figure within communities (KII_MY05). Despite these innovations, participants emphasized that localization has not yet translated into financial resilience. LAs are increasingly expected to assume greater coordination and leadership roles while lacking the stable funding in place to do so. Despite constraints and challenges, LAs are demonstrating the capabilities to activate new alternative funding models and sustain projects through other means.

4.5 Visibility and Partnerships

Partnership documents obscure the visibility of individual LAs, operational reports frequently attribute activities to the cluster or to partner organizations collectively, rarely naming local organizations as distinct contributors or disaggregating their specific contributions. In conflict-affected areas of Ethiopia such as Tigray and Afar, and parallel in Myanmar's political securitised environment, partnerships and visibility carry both opportunities and risks for LAs. LAs may avoid deliberate association with UN agencies to avoid targeting from the *de facto* authorities and to protect staff and communities (KII_MY02). Especially in Myanmar, information sharing is heavily restricted and frequently actors will withhold site names, locations, or specific needs. As one participant explained, “all the information... people don't share what they're supposed to share. We are the ones who have to rely on their agency implementing in the area, (KII_MY05)” highlighting how fear and monitoring distort basic operational transparency.

These constraints are compounded by the pressures LAs face in adhering to humanitarian principles. Operating within communities and contexts to which they are deeply connected, neutrality and impartiality are politically fraught, local organizations struggle with what one participant described as the challenge of “whether they can adopt humanitarian principles (KII_MY01).” The tension between principled humanitarian action and the realities of survival complicates partnership dynamics and limits the extent to which LAs can safely or visibly participate in CCCM coordination structures.

4.5.1 Recognition and Representation in Reports and Forums

LAs described a pattern in which their work was overshadowed or eclipsed by those of larger organizations, limiting their independent visibility. One local actor captured this dynamic, stating:

“The more funding you have, the more visible you become. Small organizations, they have small systems, they can decide quickly, they do not have bureaucracy, they can address the community easily. But during reporting, nobody gives such kind of attention. It is a matter of elephants and rabbits” (KII_ET05 [Local Actor]).

Beyond reporting practices, representation in national and international forums was also described as uneven. In the absence of clear criteria, the selection of local organizations to

participate in high-level events often appears arbitrary and unfair (KII_ET04; KII_ET05; KII_ET06). One participant commented "I heard that one local organization was represented at an international forum, but it was based on personal relations. It is not about which organization has done the most in the CCCM sector" (KII_ET04[Local Actor]). Conversely, 50% of LAs reported that they had not been invited to present at a national or global policy forum in the last year (Annex V, Q32). This exposes the overarching asymmetrical recognition among LAs themselves where opportunities for representation tend to cluster around a small number of organizations.

4.5.2 Partner Dynamics and Trust

IAs noted how the credibility of local leadership is often undermined by service gaps beyond the control of LAs for instance, when communities receive inedible food or lack basic services, they lose trust in the local partner's AAP mechanisms (KII_MY05). Despite the cluster's efforts to raise the profile of LAs through strategic workshops and recognition activities, international donors remain reluctant to engage in direct "matchmaking" due to perceived reputational risks (KII_ET02). This trust deficit was identified by LAs as a core barrier to equitable partnerships. One respondent stated, "There is fear from the global team, sometimes they say they may not deliver, may not use the resource properly. This fear has to be reassessed. I request them to be more trustful." (KII_ET06[Local Actor]). Participants proposed ways this could be addressed through positive practices like sustained follow-up, verification mechanisms, and evidence-based arrangements that would demonstrate reliability over time (KII_MY01; KII_ET06).

5. Discussion

5.1 Participation and Representation

The findings from both contexts point to the same core tension: formal inclusion in CCCM coordination structures has not translated into substantive decision-making influence. Both Ethiopia and Myanmar demonstrate genuine progress, including co-leadership arrangements, language adaptations, direct funding, and, in Myanmar, the emerging ABC reform introducing local Civil Society Organization (CSO) chairs and equal representation in zonal coordination bodies. These represent significant steps toward addressing the logistical and linguistic barriers documented by HAG (2024) and ICVA (2024), and shifting participation

toward the meaningful influence that inter-agency guidance calls for (Global Protection Cluster, 2022).

Yet in both contexts, LAs remain concentrated between Presence and Participation in the decision-making hierarchy (ICVA, 2024). Participation often depends on whether an organization has active funding, and even among LAs, access and influence are not evenly shared. This reflects a broader pattern identified in the literature: local organizations tend to be treated as implementers rather than partners (InterAction, 2023). This is consistent with De Geoffroy et al. (2017) and Mania (2021), who argue that power transfer requires a redistribution of decision-making authority that existing coordination cultures resist. Security adds another layer that the broader localization literature does not fully account for. Forced localization driven by access restrictions, what Wells and Maung (2024) describe as “bunkerization”, has expanded LAs' responsibilities on the ground without giving them the authority or institutional support to match, a dynamic Haines and Buchanan (2023) describe as an expansion of reliance without institutional support.

Across both cases, the divergence between how IAs versus LAs assess participation quality is itself a key finding. INGOs consistently assessed progress positively while LAs reported more constrained experiences. This dynamic reflects the critique that consultation is interpreted as meaningful inclusion by those with structural power while experienced as extractive by those without it (Décobert & Wells, 2025; Harb, 2025). Both cases demonstrate that without a genuine shift in who holds decision-making authority, formal inclusion risks reinforcing the very hierarchies it claims to challenge.

5.2 Leadership

According to the humanitarian literature, there is an enduring "deficit thinking" framework wherein the IOs consider LAs as deficient of institutional capacity in terms of strategic leadership, thereby limiting their involvement to implementation of projects (InterAction, 2023). Our results from Ethiopia and Myanmar seem to confirm this mismatch between operational capacity and strategic leadership roles. LAs are seen by the IAs as having critical knowledge of the communities and gaining their trust in Ethiopia, but only 36% see themselves as leaders in responding to emergencies.

This results in an operational contradiction wherein LAs face the challenges of implementation, but they are structurally bound by a "decision-making ceiling" (Mulder,

2023) whereby financial and strategic powers are kept in international hands. As observed by the ICVA (2024) model, LAs have traditionally been distanced from policy formulation and evaluation. However, this paper points out that the structural limitation manifests differently across regions. Although the use of ABC in Myanmar resulted in the LAs being appointed chairpersons, field observations have shown that this does not reflect in decision-making capacity. Rather, the IAs continue to reduce the decision-making role of LAs to a technical process emphasizing their proximity to the field as sources of information.

Moreover, literature suggests that engagement at the local level rarely rises above the level of “Presence and Participation” (ICVA, 2024). This stagnation is supported by empirical evidence as a result of resource dependency and accountability challenges. At the global level, LAs are dependent on the UN funding, which means that the potential for leadership is transformed into mere management. Given that LAs operate as implementing partners, they are structurally inclined to work alongside the cluster lead agencies in order to obtain funds as opposed to pursuing an independent agenda.

5.3 Capacity strengthening

The findings on capacity strengthening confirm and extend a central concern in the localization literature: technical support can improve operational performance, but it does not necessarily produce durable local leadership when it remains externally designed, narrowly technical, and poorly connected to institutional support. Where improvements were observed, they support the view that capacity strengthening can be effective when it is sustained and grounded in context. At the same time, the broader pattern in the data aligns closely with Harb's (2025) critique of paternalistic capacity building, one in which local actors are framed as deficient rather than as holders of contextual and operational expertise. This resonates with critiques emerging from Myanmar, where localization debates have long highlighted how local actors are positioned within a permanent deficit narrative, repeatedly required to undergo capacity building without equivalent recognition of what they already know and can do (MLHN, 2022). In this sense, the study supports the argument that capacity strengthening is not simply a technical matter but a political one, bound up with whose knowledge gets recognized and whose authority gets legitimized.

The findings also reinforce the structural critique advanced by De Geoffroy et al. (2017), HAG (2024), and ICVA (2024): the deeper weakness in current approaches lies not only in

training content but in the absence of long-term, institutionalized support. The mandate gap identified across Ethiopia and Myanmar, where financial systems, HR, procurement, and organizational governance fall outside the scope of CCCM cluster support, leaves local actors without viable pathways to the organizational strengthening that sustained autonomy actually requires. This matters beyond the capacity dimension alone, because it reveals the interdependence between capacity strengthening and the other localization dimensions in the conceptual framework. The suspension of capacity support in 2025–2026 brings this interdependence into sharpest relief: support was withdrawn precisely when local actors were being asked to assume greater responsibilities, exposing what HAG (2024) and ICVA (2024) identify as a core contradiction of contemporary localization. Taken together, the findings suggest that capacity strengthening remains necessary but insufficient, unless it is embedded within wider shifts in funding, authority, recognition, and institutional learning.

5.4 Funding

Across both Ethiopia and Myanmar, a central claim is reaffirmed: funding is a central hinge for localization to flourish in CCCM. The broader criticism that humanitarian financing remains hierarchical and risk-averse were reflected in the findings (Murphy & McGandy, 2026; Roepstorff, 2020). Furthermore, both countries reflect the ways in which these funding arrangements continue to create dependency on international funding sources, as indicated by Roepstorff (2020). The findings provide further evidence of how these structural issues manifest in practice. LAs in both contexts are positioned primarily as sub-contractual risk absorbers, responsible for frontline delivery but excluded from direct funding streams and long-term financial planning. As raised in the literature review, pooled funds and sub-granting models can obscure whether localization commitments translate into genuine resource transfer (Barakat & Milton, 2020; Murphy & McGandy, 2026). In this sense, the findings do not merely align with the literature, they provide concrete CCCM-specific evidence of the economy of control that underpins current funding arrangements.

The findings of the study complicate existing literature by documenting how communities are creating their own local funding sources for humanitarian response and funding which often receive less attention in global debates. While the concept of localization is frequently represented as an economically efficient alternative (Ilahuka, 2024), this study shows how LAs are actively mobilizing alternative resources outside of the humanitarian network to sustain CCCM-related activities. These practices suggest potential pathways for bottom-up

financial resilience and partially respond to calls in the literature for more context-grounded approaches to localization. However, the study also demonstrates that these mechanisms remain fragile, small-scale, and structurally constrained. Overall, the findings support the literature's core contention that without structural reforms, greater transparency, flexible and predictable funding, and a shift in donor attitudes, localization in CCCM is likely to be limited.

5.5 Visibility and Partnerships

The study's findings on visibility and partnerships confirm and extend a central argument in the localization literature: visibility may open doors, but without equitable partnerships and trust, it does not translate into influence or leadership. As outlined in the literature review, CCCM guidance emphasizes inclusive participation, recognition of local expertise, and equitable partnership models (Global CCCM Cluster, 2021). Yet the findings from Ethiopia and Myanmar demonstrate that partnership practices remain largely transactional, shaped by donor preferences, reputational concerns, and risk-transfer logics that privilege IAs which survey and KII data strongly reinforce. This dynamic directly reflects the literature's argument that LAs are often present but not empowered, included but not influential (De Geoffroy et al., 2017; Mania, 2021).

The findings also deepen the literature by illustrating how trust deficits shape partnership dynamics. IAs' concerns about LAs' capacity, neutrality, or compliance echo the deficit-based narratives identified in the literature (Harb, 2025). LAs described how service gaps also undermine their credibility, reinforcing asymmetrical accountability. This aligns closely with Murphy and McGandy's (2026) critique that localization processes often carry persistent hierarchies of authority and legitimacy.

Myanmar adds an additional layer of complexity, the findings show that visibility can be dangerous rather than empowering in securitized environments. LAs reported withholding site names, locations, and even the term "IDP" due to surveillance and political risk. This challenges the assumption that visibility is inherently beneficial. Instead, it supports Wells and Maung's (2024) argument that Myanmar is experiencing a form of "forced localization," where LAs assume greater responsibility without the protection, authority, or institutional support required to do so safely.

Taken together, the findings suggest that visibility and partnerships are not neutral technical processes but deeply political areas. Visibility can create opportunity, but without trust, equitable recognition, and shared decision-making authority, it remains largely symbolic. In this respect, the findings show that meaningful localization in CCCM requires not only formal inclusion but a reconfiguration of the relational and political dynamics that shape who is seen, who is trusted, and who is allowed to lead.

6. Conclusion

Taken together, the findings show that localization in site management has advanced unevenly. The core challenge is not a lack of local capacity, it is the persistence of humanitarian structures that continue to concentrate power, funding, and recognition within international systems. Across all five framework dimensions, the same pattern emerges: local actors carry significant operational weight while holding limited strategic authority. CCCM structures show partial progress, with local actors visibly present in coordination structures and, in some cases, formally recognized through co-leadership arrangements, advisory roles, or direct involvement in site governance. International actors themselves acknowledge that local partners bring the operational knowledge, cultural proximity, and field expertise needed to manage complex displacement sites. Yet the decision-making power that directly shapes site management, particularly over resource allocation, remains concentrated at the cluster coordination or international level. Participation, as a result, tends to be consultative rather than decisive, and local leadership continues to bump against institutional ceilings.

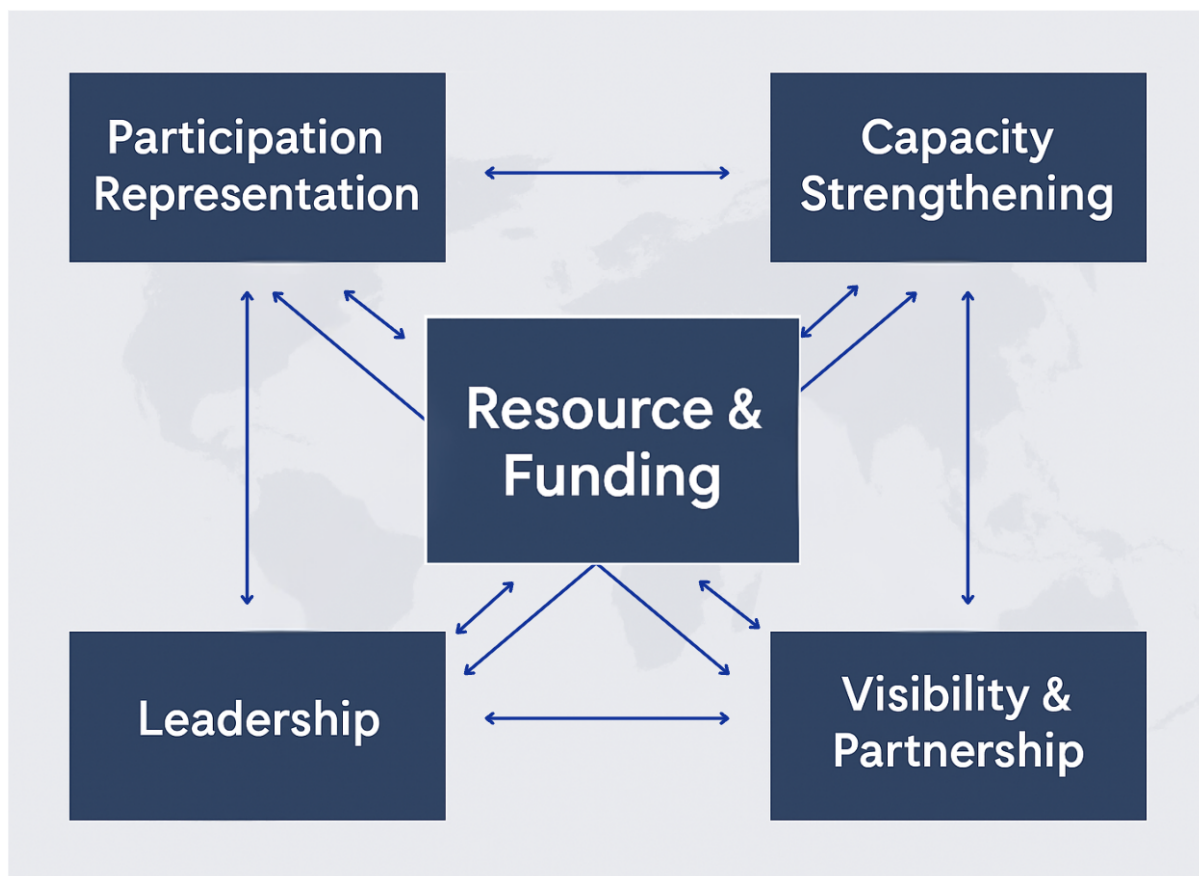
The five dimensions are also deeply interconnected. Capacity strengthening produced real improvements in reporting, coordination, information management, and community governance, particularly where training, coaching, and mentoring were sustained over time. But these gains remained fragile, undermined by unstable and unequal funding structures. Funding emerged as the single most cross-cutting condition determining whether participation translates into influence, whether leadership becomes durable, and whether capacity gains hold. Alternative funding mechanisms exist but are not yet sufficient. Where local actors remain financially dependent on international intermediaries, localization risks becoming a subcontracting arrangement rather than a genuine transfer of leadership.

Finally, community-led models, adapted site management practices, and locally generated training approaches all point to the same conclusion: local actors already possess forms of

expertise that are essential to effective CCCM implementation. These contributions, however, remain weakly integrated into formal standards and system-wide learning. The study concludes that local leadership in site management is already a practical reality on the ground, but one that remains institutionally under-recognized and structurally constrained.

Figure 2: Interconnection between localization dimensions

The figure illustrates how the five localization dimensions are mutually reinforcing, with funding occupying a central position that shapes the others. It makes visible what the findings repeatedly suggest: meaningful localization requires system-wide change, because progress in any one dimension depends on movement across the rest.



Source: Authors' compilation using Canva.

7. Limitations

Several methodological and contextual limitations should be kept in mind when interpreting this study's findings. The study focuses on two CCCM country contexts, Ethiopia and Myanmar, while CCCM Clusters operate across many different settings globally. The

findings are therefore not intended to be statistically generalizable across the broader CCCM sector. Instead, they offer in-depth, context-specific insight into the barriers and enablers of local leadership in two complex operational environments.

The number of key informant interviews also remained limited, particularly in Myanmar, where access and operational constraints affected data collection. The comparative analysis between the two contexts should accordingly be understood as emerging rather than exhaustive. Most interviews were conducted online, which allowed participation across locations but reduced opportunities for trust-building, observation, and deeper relational engagement, factors that may have influenced how openly participants discussed sensitive topics such as funding, power relations, institutional trust, and political risk.

The study also faced linguistic constraints. Interviews and surveys were conducted in English, which may have limited participation among some local actors and reduced the capacity to capture nuance in local languages. Future research should incorporate interpretation and translation support to strengthen linguistic equity. Finally, the distinction between "local" and "international" actors is not always straightforward. Some national staff work within international organizations, while some local organizations operate across multiple regions and maintain strong donor relationships. The study therefore treats "local" and "international" not as fixed identities but as relational positions shaped by institutional affiliation, resource access, and decision-making authority.

8. Recommendations

This study offers targeted recommendations for the CCCM Cluster, LAs, and future research. The recommendations respond to the study's core finding: LAs are already central to site-level leadership, but their leadership remains constrained by unequal access to resources, limited decision-making authority, weak institutional support, and insufficient recognition.

8.1 Recommendations for the CCCM Cluster

8.1.1 Link technical capacity strengthening with institutional pathways

The CCCM Cluster should continue providing technical training, coaching, mentoring, and ToT support. These have produced real improvements in reporting, information management, community feedback mechanisms, site governance, and coordination. But technical training

alone is not enough when local actors lack the institutional systems needed to manage funds, retain staff, meet donor requirements, and sustain operations. The Cluster should work with donors, pooled fund managers, and development actors to create referral pathways for institutional capacity strengthening that help local actors move from implementation roles toward sustainable leadership.

8.1.2 Create a local practice-to-policy learning mechanism

Local actors are not only recipients of CCCM knowledge, they also generate practical site management knowledge of their own. The Cluster should establish a mechanism to document and draw on local innovations, including mobile and area-based CCCM models, adapted community engagement approaches, and locally grounded feedback mechanisms. This could take the form of local practice briefs, learning workshops, community-as-lecturer sessions, or country-level case study repositories. Such a mechanism would shift capacity strengthening from one-way knowledge transfer to mutual learning, and ensure that local experience shapes CCCM standards, tools, and training materials.

8.1.3 Track funding allocation to local actors more transparently

The CCCM Cluster, donors, and pooled fund mechanisms should improve how funding flows to local actors are tracked, distinguishing between direct grants, sub-grants, service contracts, and in-kind support. Greater transparency would make it possible to assess whether localization commitments are producing real transfers of resources and authority, or whether local actors are mainly absorbing implementation responsibilities without corresponding decision-making power.

8.1.4 Advocate for funding models that match local leadership responsibilities

Local actors are increasingly expected to manage site-level coordination, community engagement, data collection, service monitoring, and accountability mechanisms, yet these responsibilities are frequently supported through short-term and unpredictable funding. The CCCM Cluster should advocate for longer project cycles, core-cost coverage, flexible budget lines, and funded handover plans. Local leadership cannot be sustained when local actors are asked to carry greater operational responsibility without predictable resources to back it up.

8.1.5 Strengthen accountability for partner follow-up

The Cluster should strengthen accountability mechanisms to ensure that issues raised at site level are followed up by all partners, including international agencies. This could include action-point trackers, minimum attendance expectations for site-level coordination meetings, structured review of unresolved issues, and escalation pathways. Doing so would reinforce local leadership by ensuring that local coordination structures function as mechanisms for concrete action, not merely consultative spaces.

8.2 Recommendations for Local Actors

8.2.1 Diversify resource mobilization beyond international humanitarian funding

Local actors should continue exploring complementary funding sources — including local government, diaspora networks, religious institutions, private sector actors, community initiatives, and income-generating models. These alternatives cannot replace predictable humanitarian funding, but they can provide partial flexibility, reduce dependence on international intermediaries, and support continuity during funding disruptions.

8.2.2 Document and package local practices as evidence

Local actors should systematically document their site management practices, innovations, and results, including evidence on community feedback mechanisms, relocation support, area-based approaches, IDP committee strengthening, service monitoring, and locally adapted coordination models. Packaging this evidence into case studies, learning notes, dashboards, and advocacy briefs can strengthen local actors' visibility, credibility, and access to future funding.

8.3 Recommendations for Future Research

8.3.1 Conduct a multi-country study on local leadership in site management

Future research should examine the enablers and barriers to local leadership across multiple CCCM country operations. This would help identify which findings from Ethiopia and Myanmar are context-specific and which reflect broader patterns across the CCCM sector.

8.3.2 Conduct a longitudinal impact assessment of localized site management

Future research should assess the long-term effects of localized site management before, during, and after transitions to stronger local leadership — examining service continuity, community trust, accountability, protection outcomes, coordination quality, and cost effectiveness.

8.3.3 Undertake economic modeling of quality localization versus sub-granting

Further research should compare the costs and outcomes of quality localization with conventional sub-granting models. This should include not only administrative costs, but also response speed, staff retention, community trust, accountability, and sustainability.

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Table I: Table of Key Informant Interviews

Interview Code	Type of Actor	Country
KII_ET01	International	Ethiopia
KII_ET02	International	Ethiopia
KII_ET03	International	Ethiopia
KII_ET04	Local	Ethiopia
KII_ET05	Local	Ethiopia
KII_ET06	Local	Ethiopia
KII_ET07	International	Ethiopia
KII_ET08	Local	Ethiopia
KII_MY01	International	Myanmar
KII_MY02	International	Myanmar
KII_MY03	International	Myanmar
KII_MY04	International	Myanmar
KII_MY05	International	Myanmar
KII_GL01	Global	Global
KII_GL02	Global	Global

Annex I: Survey Design Questions to Local Actors

Start of Block: Intro

Q34 Let's talk about Localization? Hi there, welcome to our survey! **Who are we?** We are researchers from the Geneva Graduate Institute based in Geneva, partnering with the IOM and the Global CCCM Cluster on a study aimed to examine key factors that either enable or challenge meaningful leadership and participation of local actors at the site management level. **Survey Structure** This online survey will take about 7 minutes to complete. You will be asked about your role, your experience with localization policies, and your views on current practices. **We care about you and your data!** Your responses will be stored securely on password-protected systems and we will not share your individual responses with any other third parties. If you have questions about the study, please contact us by email at: *arp2025.localisation@graduateinstitute.ch*

Q35 Consent statement Please read the statements below and indicate your consent by ticking the box: 1. I understand that my participation is voluntary and that I can stop this survey at any time before submission without giving a reason. 2. I understand that, because the survey is anonymous, I will not be able to withdraw my data after I submit the survey.

☐ I have read the information above and I agree to take part in this survey. (1)

Skip To: End of Survey If Consent statement Please read the statements below and indicate your consent by ticking the box:... != I have read the information above and I agree to take part in this survey.

End of Block: Intro

Start of Block: Profiling

Q1 What is your gender?

☐ Female (1)

☐ Male (2)

☐ Prefer not to say (4)

Q5 How many years have you been working with site-management?

- ☐ 6 months to 1 year (4)
- ☐ 1 to 2 years (5)
- ☐ 2 to 3 years (6)
- ☐ More than 3 years (7)

End of Block: Profiling

Start of Block: Participation and Representation



Q6 In different phases of the humanitarian response (examples: emergency set-up, site improvements, relocation, return, or closure) when are local organizations consulted? *Select all that apply*

- ☐ Before the response (1)
- ☐ During the response (2)
- ☐ After response (3)
- ☐ Not consulted (4)



Q7 How often do you feel your organization's input is reflected in the final decisions?

- ☐ Never (1)
- ☐ Rarely (2)

☐ Sometimes (3)

☐ Often (4)

☐ Always (5)



Q11 Which factors most hinder your participation in site management/cluster meetings?
Select all that apply

☐ Communication issues (No invitation, meeting language, and delayed information about the meeting) (11)

☐ Technical issues (Internet connectivity) (12)

☐ Logistical issues (Meeting location, meeting time, staff availability, transportation, security risks to attend) (13)

End of Block: Participation and Representation

Start of Block: Leadership



Q13 When urgent site-level issues arise (examples: protection, security), who has the capacity to act immediately to resolve them? *Select all that apply*

☐ Government (1)

☐ International Actors (2)

☐ Local Actors (3)

- ☐ Joint Authority (4)



Q42 As an organization, what kind of site-level changes would you make if you did not need donor approval? *Select all that apply.*

- ☐ Resource and financial reallocation (1)
- ☐ Site infrastructure improvement and design (2)
- ☐ Team structure and staff (3)
- ☐ Site relocation, return, or closure (5)

Q16 What methods do you use to know how your organization is perceived by the IDP community? *Select all that apply*

- ☐ Interviews (1)
- ☐ Survey (2)
- ☐ Complaint box (3)
- ☐ Other (5) _____



Q17 Who primarily leads CCCM responses in the site (examples: relocation and return)?

☐ International Cluster (1)

☐ Local Government (2)

☐ Local NGOs (3)

☐ Joint Leadership (4)

End of Block: Leadership

Start of Block: Capacity Strengthening

Q19 Which types of capacity support has your organization received in the past 12 months?
Select all that apply

☐ Soft skills (leadership, team building) (1)

☐ Technical (site coordination, information management, IDP community establishment) (2)

☐ Institutional (systems, HR, logistics, finance, fundraising) (3)

☐ None (5)

Q41 Which one of the received supports has most strengthened your ability to operate independently?

☐ Soft skills (leadership, team building) (1)

☐ Technical (site coordination, information management, IDP community establishment) (2)

☐ Institutional (systems, HR, logistics, finance, fundraising) (3)

☐ None (5)

Q21 Has an international partner or the CCCM Cluster ever asked your organization to provide them with training?

☐ Yes (1)

☐ No (2)

Display this question:

Has an international partner or the CCCM Cluster ever asked your organization to provide them with... = Yes

Q22 What was the primary topic of the training you provided? *Select all that apply*

☐ Cultural (country-specific analysis) (4)

☐ Technical (site coordination, information management, IDP community establishment) (5)

☐ Institutional (systems, HR, logistics, finance) (6)

☐ Soft skills (leadership, team building) (8)

☐ None (9)

End of Block: Capacity Strengthening

Start of Block: Resourcing & Funding



Q23 To what extent does your current funding allow your organization to meet its objectives in the long-term?

- ☐ Not at all (2)
- ☐ Slightly (7)
- ☐ Moderately (3)
- ☐ Mostly (4)
- ☐ Fully (5)



Q43 How transparent do you find the process of allocating any funding from Diaspora or Faith-Based Organizations?

- ☐ Not at all transparent (1)
- ☐ Slightly transparent (4)
- ☐ Moderately transparent (5)
- ☐ Mostly transparent (6)
- ☐ Fully transparent (7)



Q26 "My organization decides the priorities for how our funds are used."

- ☐ Strongly disagree (0)
- ☐ Disagree (1)

- ☐ Neutral (2)
- ☐ Agree (3)
- ☐ Strongly agree (4)

End of Block: Resourcing & Funding

Start of Block: Visibility & Partnerships

Q32 In the last 12 months, how many times has your organization been invited to present at a National or Global policy forum?

- ☐ Zero (4)
- ☐ 1-3 times (5)
- ☐ More than 3 times (6)

Q44 In your experience, which of the following resources are most frequently excluded from your partnership agreements? *Select all that apply*

- ☐ Core staff salaries (1)
- ☐ Office utilities (2)
- ☐ Staff insurance and security (3)
- ☐ Advanced technical training (5)
- ☐ Digital resources (internet connection, softwares) (6)

End of Block: Visibility & Partnerships

Annex II: Survey Design Questions to International Actors

Start of Block: Intro

Q34 Let's talk about Localization? Hi there, welcome to our survey! Who are we? We are researchers from the Geneva Graduate Institute based in Geneva, partnering with the IOM and the Global CCCM Cluster on a study aimed to examine key factors that either enable or challenge meaningful leadership and participation of local actors at the site management level. Survey Structure This online survey will take about 7 minutes to complete. You will be asked about your role, your experience with localization policies, and your views on current practices. We care about you and your data! Your responses will be stored securely on password-protected systems and we will not share your individual responses with any other third parties. If you have questions about the study, please contact us by email at: arp2025.localisation@graduateinstitute.ch

Q35 Consent statement Please read the statements below and indicate your consent by ticking the box: 1. I understand that my participation is voluntary and that I can stop this survey at any time before submission without giving a reason. 2. I understand that, because the survey is anonymous, I will not be able to withdraw my data after I submit the survey.

☐ I have read the information above and I agree to take part in this survey. (1)

Skip To: End of Survey If Consent statement Please read the statements below and indicate your consent by ticking the box:... != I have read the information above and I agree to take part in this survey.

End of Block: Intro

Start of Block: Profiling

Q1 Gender What is your gender?

☐ Female (1)

☐ Male (2)

☐ Prefer not to say (6)

Q5 Years How long have you been working with site-management?

☐ 6 months to 1 year (4)

☐ 1 to 2 years (5)

☐ 2 to 3 years (6)

☐ More than 3 years (7)

End of Block: Profiling

Start of Block: Participation and Representation



Q6 PR In different phases of the humanitarian response (examples: emergency set-up, site improvements, relocation, return, or closure) when are local organizations consulted? *Select all that apply*

☐ Before the response (1)

☐ During the response (2)

☐ After the response (3)

☐ Not consulted (4)



Q9 PR In practice, who most often defines meeting times, locations, and formats for site-level coordination? *Select all that apply*

☐ International Cluster Lead (1)

☐ Local Authority (2)

☐ Joint Agreement (3)

☐ Local Actors (4)



Q11 PR Which factors most hinder participation of local actors in CCCM coordination?
Select all that apply

☐ Technical barriers (site coordination, information management, IDP community establishment) (2)

☐ Institutional barriers (systems, HR, logistics, finance) (3)

☐ Soft skills barriers (leadership, team building) (4)

End of Block: Participation and Representation

Start of Block: Leadership



Q13 How frequently does your organization support or endorse a local actor to serve in cluster governance roles (examples: Strategic Advisory Group, Cluster Review Committee, advisory boards)?

☐ Never (1)

☐ Rarely (2)

☐ Sometimes (3)

☐ Often (4)

☐ Always (5)



Q39 When urgent site-level issues arise (examples: protection, security), who has the capacity to act immediately to resolve them? *Select all that apply*

- ☐ Government (1)
- ☐ International Actors (2)
- ☐ Local NGOs (3)
- ☐ Joint Authority (4)

Q17 What conditions most influence your decision to delegate leadership roles to local partners? *Select all that apply*

- ☐ Donor policy (1)
- ☐ Risks concerns (2)
- ☐ Compliance requirements (3)
- ☐ None (4)

End of Block: Leadership

Start of Block: Capacity Strengthening

Q19 In the last 12 months, what form of capacity support did your organization provided to local CCCM partners? *Select all that apply*

- ☐ Soft skills (leadership, team building) (1)
- ☐ Technical (site coordination, information management, IDP community establishment) (2)
- ☐ Institutional (systems, HR, logistics, finance, fundraising) (3)
- ☐ None (5)

Q18 Has your organization actively invited local actors to provide training or share expertise on cultural and contextual understanding?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Not sure (3)



Q40 Which capacities do you believe local actors would benefit from the most in CCCM site management and coordination? Select all that apply.

- ☐ Technical CCCM skills (1)
- ☐ Organizational capacity (2)
- ☐ Access to funding and resources (3)
- ☐ Leadership and coordination experience (4)

End of Block: Capacity Strengthening

Start of Block: Resourcing & Funding



Q41 What do you identify as the main constraints in shifting toward long-term funding for local site management actors? *Select all that apply.*

- ☐ Donor preferences (1)
- ☐ Limited direct access for local actors to bilateral or pooled funding mechanisms (2)
- ☐ Lack of capacity assessment frameworks for funding local entities (3)
- ☐ Over-reliance on international NGOs as intermediaries (4)
- ☐ Weak financial reporting systems and compliance capacity among local actors (5)

End of Block: Resourcing & Funding

Start of Block: Visibility & Partnerships



Q31 To what extent does your organization partner with local actors on joint needs assessments for long-term sustainability?

- ☐ Never (1)
- ☐ Rarely (2)
- ☐ Sometimes (3)
- ☐ Often (4)
- ☐ Always (5)

End of Block: Visibility & Partnerships

Annex III: Key Informant Interview Design Questions to Local Actors

<i>Research question/area</i>	KII questions
<i>Warm-up/introduction</i>	1. How has your organization's role evolved in site-management in the last years? 1.1 (How did you start in site management/emergency operations – and how has this role changed over time?) 2. For your organization what does success look like? 2.1 What are the most important components of successful leadership?
<i>Participation and Representation</i>	3. What is your experience with local actors influence on CCCM strategies? 3.1 Share a specific instance where a local actor's perspective fundamentally changed a Cluster strategy or a site-level decision? 3.2 What exactly changed? 3.3 Who resisted or supported that change, and how was this expressed? 3.4 Would this have happened without the local actor? 4. In different phases of the humanitarian response—such as emergency set-up, site improvements, relocation, return, or closure – how are local organizations consulted? 4.1 One recent example where you were involved early, and one where you were involved late. 4.2 When you give input, what happens next? Does it appear in the final decision? 4.3 Who makes the final decision in those processes: local authority, CCCM cluster, UN/INGO, or joint?

Leadership

5. At the IDP site/camp you manage, who chairs and share agenda for site-level coordination meetings?

5.1 In the coordination processes you lead, to what extent do partners act on the issues raised, and what helps or prevents follow-up?

6. In your site management work, what are the most frequent challenges that limit your leadership authority or decision-making role?

6.1 Please describe one recent incident and how it was handled to whom do you report?
Examples of challenges: Eviction threats, forced returns, forced relocations, restrictions on movement, interference in IDP committees, or access constraints.

Capacity Strengthening

7. In the last 12 months, what is the most important capacity support your organization received for site management or coordination work, and who provided it?

- 7.1 Can you describe one specific example of this support and what changed as a result, either at site level or within your organization?
- 7.2 Was the support technical (site coordination, referrals, information management, IDP committee establishment)
- 7.3 Was the support for your organization/ institutional (systems, HR reporting, logistics, finance,)?
- 7.4 What improvement did you observe: (a) coordination meetings/decision-making, (b) community governance/IDP committees, (c) complaints & feedback, (d) reporting/site profile/5W, (e) protection referrals/sexual exploitation/abuse risk?
- 7.5 What improvements did you observe to: staff retention, working environment, donor compliance, etc.
- 7.6 Based on your experience, how would your organization want to respond differently in a future displacement response, and what would enable that?

8. Can you identify a specific area where the Global Cluster could learn from local site management practices? Describe them.

- 8.1 What do you view as an effective way to implement these practices?

Resources and Funding

9. Can you describe the main funding and support arrangements your organization relies on for CCCM/site management work — including donor funding, partnerships, faith-based support, diaspora support, or other sources — and how these shape your day-to-day activities?

9.1 Does this support come through CCCM specifically or through another sector or multi-sector response?

9.2 If an urgent need happens on the site (fire, shelter repairs, forced relocation), can you use your budget quickly or do you need approval? How long does approval usually take?

10. Has your organization experienced any disruption, delay, reduction, or interruption in funding that affected your CCCM/site management work?

10.1 What caused the disruption, for example delayed reimbursement, donor cuts, grant closure, or broader funding shocks such as the USG funding cuts last year?)?

10.2 What site functions were affected most (coordination meetings, complaints/feedback, support to IDP committees/governance, reporting/5W, service monitoring, maintenance)?

11. If your organization had access to more flexible funding, what would you prioritize first to strengthen your leadership, coordination role, or decision-making capacity?

11.1 Institutional change? Staffing, Decision-making?

11.2 Why hasn't this been possible so far in practice?

12. If international funding stopped tomorrow, how long could your site management continue?

12.1 What is affected first: staff retention, site-level coordination, community governance, information management, complaints mechanisms, protection referrals?

12.2 If you could change one donor requirement about funding local organizations, what would it be?

Visibility and Partnerships

13. When your organization does work at the site, do you feel that the contributions are adequately recognized or made visible in reports and dashboards?

13.1 Are you named in reports/dashboards/5W Matrix?

13.2 Do you face any risks in being named/listed/visible in reports? Do you face any risks in having/owning the reports/data physically?

13.2 Does lack of visibility affect your funding opportunities or partnerships? How? What is one safe way to improve visibility without increasing security risk?

14. Who usually presents site updates and priorities to the CCCM Cluster, donors, or visiting missions?

14.1 Have you been invited to present at national/global meetings or missions? if yes, how do you think that opportunity increased your visibility? If not, why do you think you were not included?

14.2 Is there an experience you could share if you led/hosted global/high level donor missions to your site?

15. Looking toward the future if you could write one recommendation for the global cluster regarding how they treat local partners, what would it be?

Final remarks

16. Would you like to share anything else with us regarding your view of localization?

Annex IV: Key Informant Interview Design Questions to International Actors

<i>Research question/area</i>	KII questions
<i>Warm-up/introduction</i>	1. Could you describe your current role in site management how did you become involved in site management? 1.1 Who are the key local actors in CCCM involved in operations (e.g., NNGOs, CBOs, WLOs, OPDs, local authorities), and in which activities are they involved within site management?
<i>Participation and Representation</i>	2. At CCCM Cluster level, what is the level of participation in discussions and decisions that shape site management? 2.1 In which settings (cluster chair /co-chair, meetings, SAG, TWGs, sub-national) do they participate the most? 2.2 In which areas (priorities, guidance/standards, partner allocation, site prioritization, advocacy, monitoring) are they the most influential?
<i>Leadership</i>	3. At CCCM Cluster level, how would you describe local actors' leadership agency? 5.1 Are local actors often in leadership roles such as cluster co-chairing, TWG lead/co-lead, SAG member, agenda-setting? 5.2 When site-management arrangements change suddenly (partner exit, funding gap, access constraint), how does the cluster respond to ensure continuity and local leadership? 5.3 What response mechanisms does the cluster have in place to support local site managers during funding gaps?

4. What kinds of capacity support have been provided for local actors to strengthen site management?

- 4.1 Who usually decides what support is provided to local actors (cluster, partner, donor conditions, assessed gaps)?
- 4.2 Which capacity support mechanisms are the most effective in practice (coaching/mentoring, on-the-job accompaniment, tools/SOPs, IM/reporting support, AAP systems, surge support)?

5. From your experience, which capacity support has most improved site management quality where local actors manage?

- 5.1 Can you describe one specific example of this type of change in a site (e.g. what was happening before, what changed after)?

6. Can you identify capacity gaps in local site management and coordination?

- 8.1 Are the gaps mainly technical (e.g., information management, AAP, coordination tools) or structural (staffing, time, authority, safety, resources)?
 - 8.2 If you could add one type of capacity support in the next 3 months, what would it be and how would it be delivered (by whom, where, how often)?
- PROMPT: if the answer is we need more funding/more staff ... ask them to imagine that this was not the case and just have them answer the question as a “blue sky”

7. What is the main funding/partnership models used to deliver local site management (direct implementation, sub-grants, consortia, UN/INGO-managed, pooled funds)?

- 7.1 In these funding models, what role do local organizations/site managers typically hold (lead, co-lead, sub-grantee, service provider)?
- 7.2 Which funding model has worked best for continuity of site management, and why?

8. What do you identify as the main constraints in shifting toward predictable, long-term funding for local site management actors?

*Visibility and
Partnerships*

9. What recommendations would you have for local actors to mobilize funds/resources outside of the humanitarian sector (diaspora, faith-based organizations, etc.)?

10. What are the most common issues raised to the CCCM Cluster in terms of partnership?

PROMPT: e.g., local authority interference in committees, service gaps, access constraints, unmanaged sites, relocation disputes, AAP/complaints not functioning)?

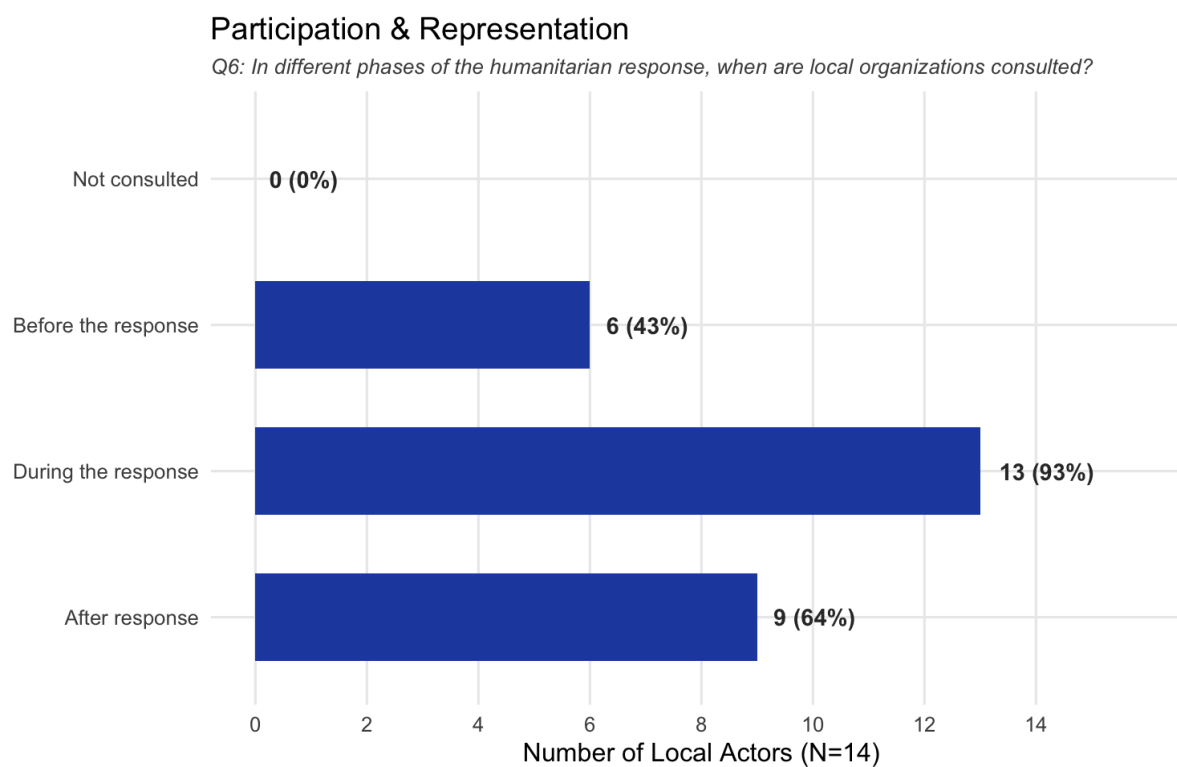
Final remarks

11. Would you like to share anything else with us regarding your view of localization?

Annex V: Local Actors Survey Responses

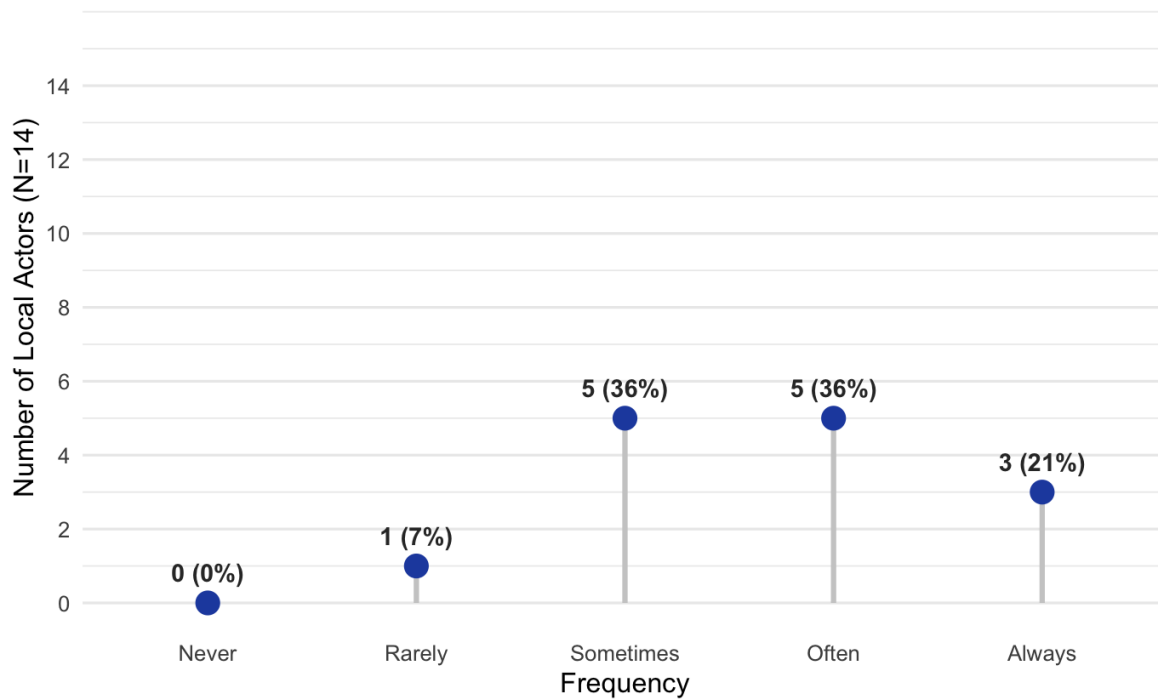
Disclaimer: The research team created the visualizations through Rstudio (Coding provided in Annex VII).

PARTICIPATION AND REPRESENTATION



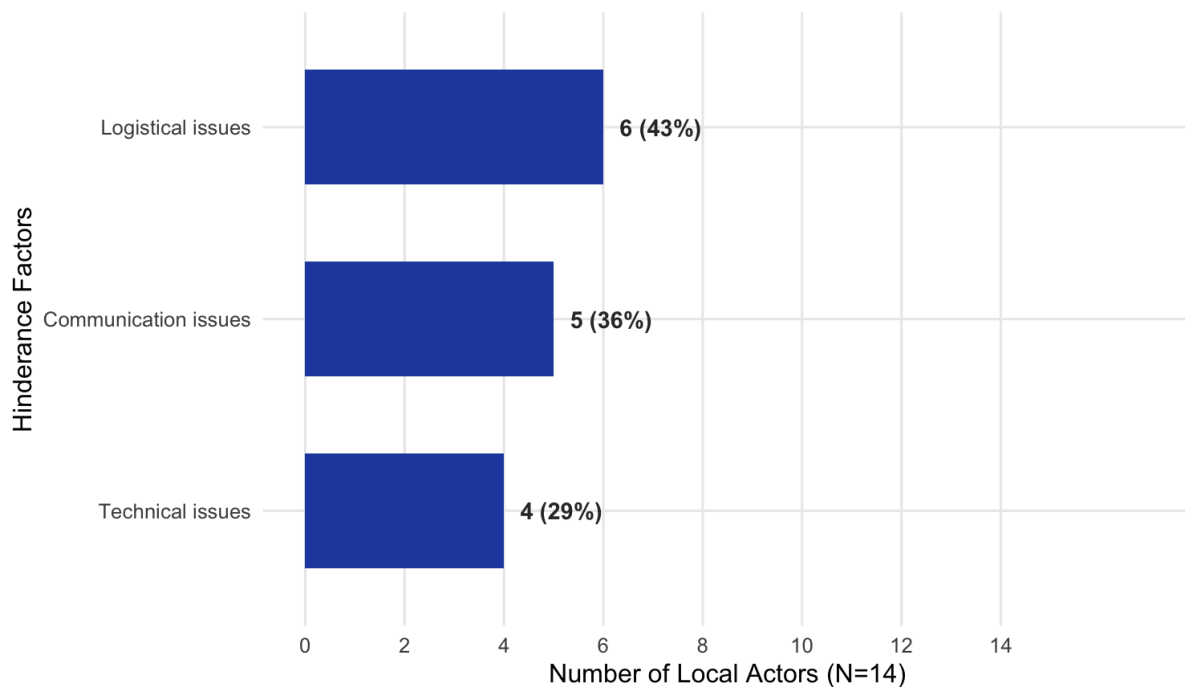
Participation & Representation

Q7: How often do you feel your organization's input is reflected in the final decisions?



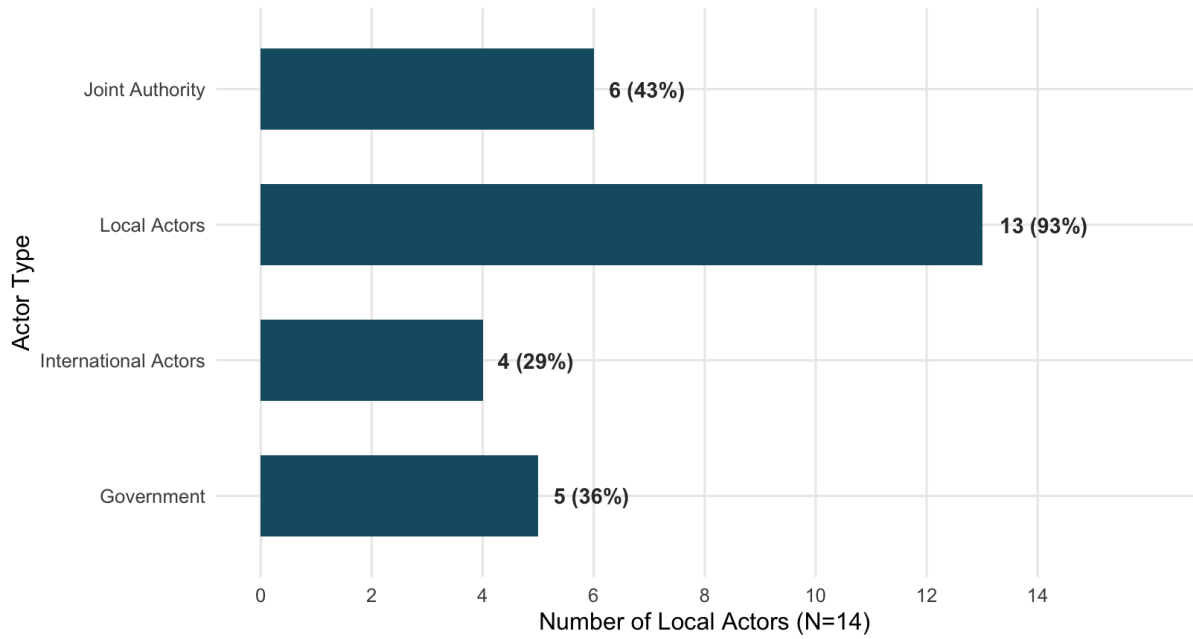
Participation & Representation

Q11: Which factors most hinder your participation in site management/cluster meetings?



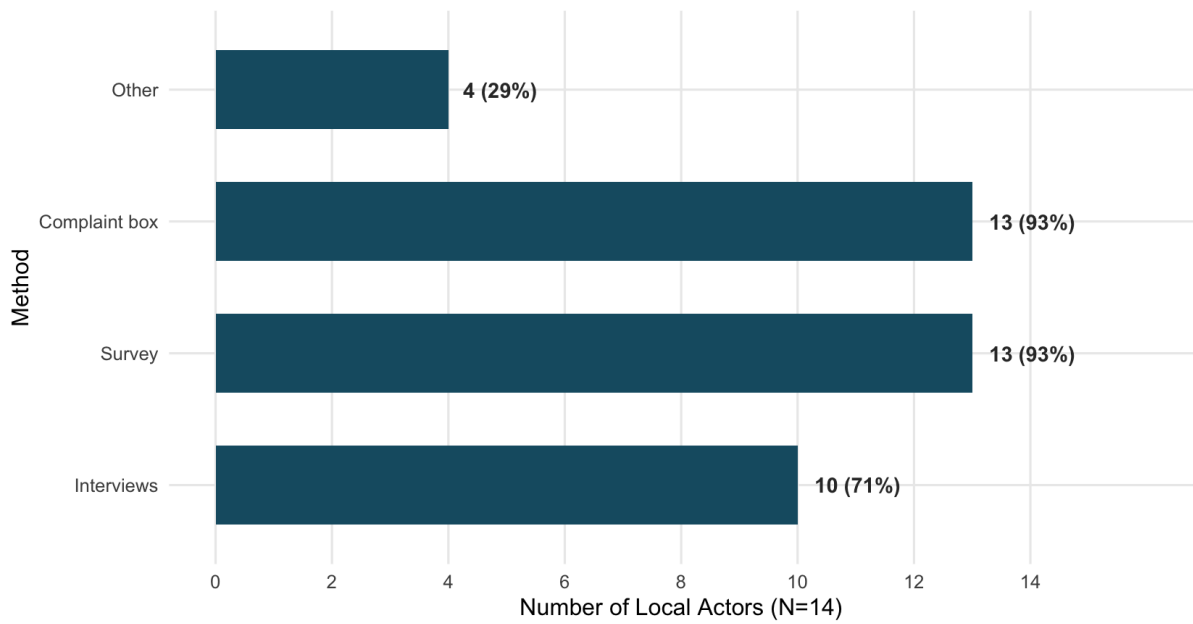
Leadership

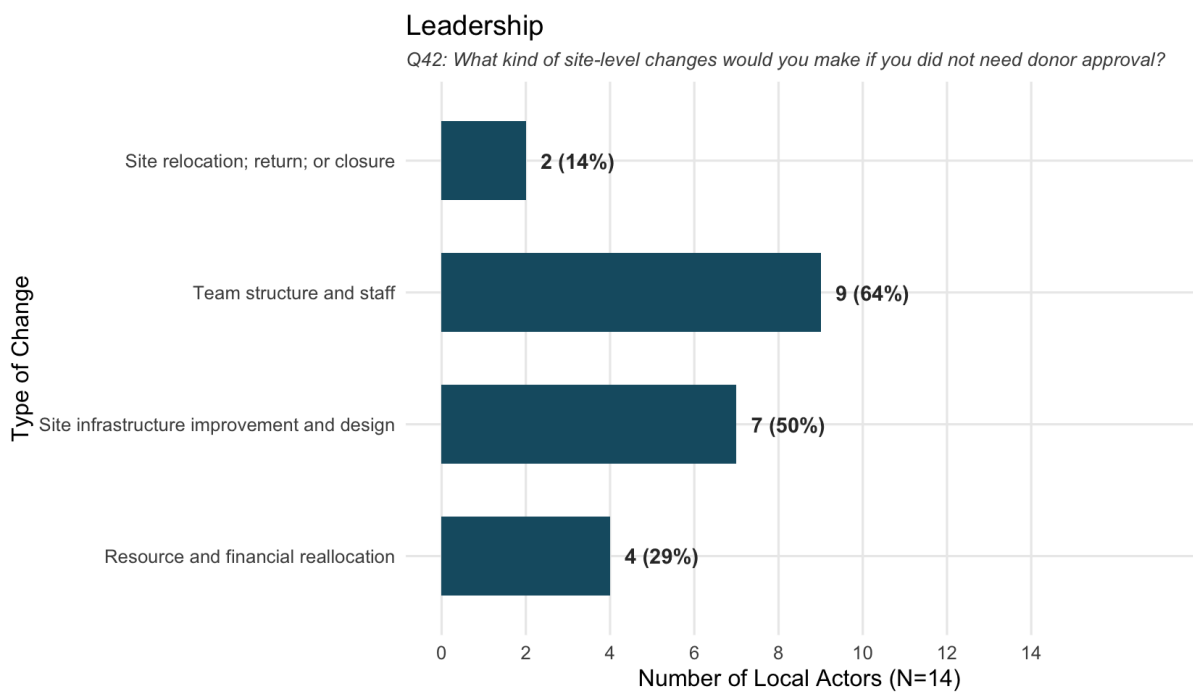
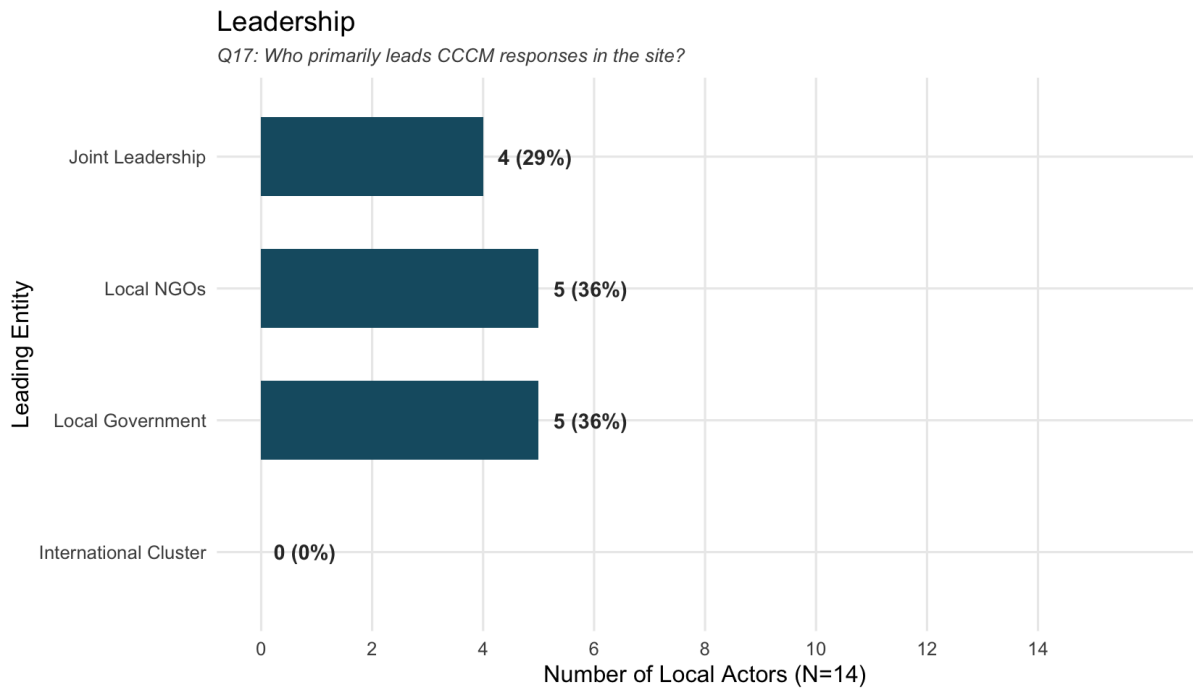
Q13: When urgent site-level issues arise, who has the capacity to act immediately to resolve them?



Leadership

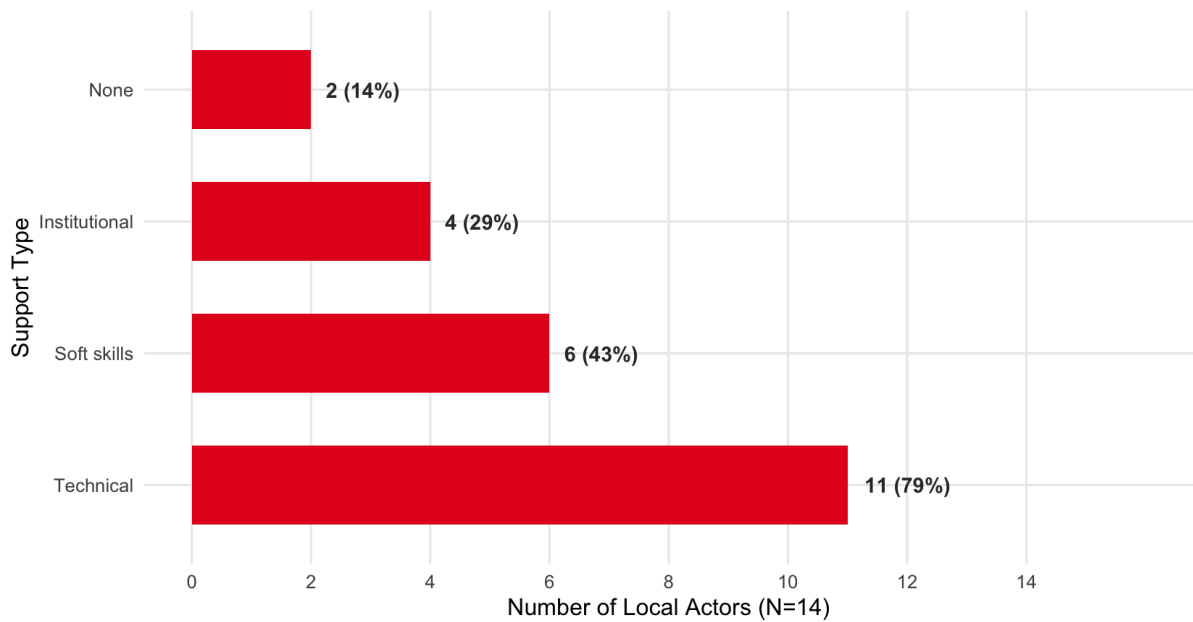
Q16: What methods do you use to know how your organization is perceived by the IDP community?





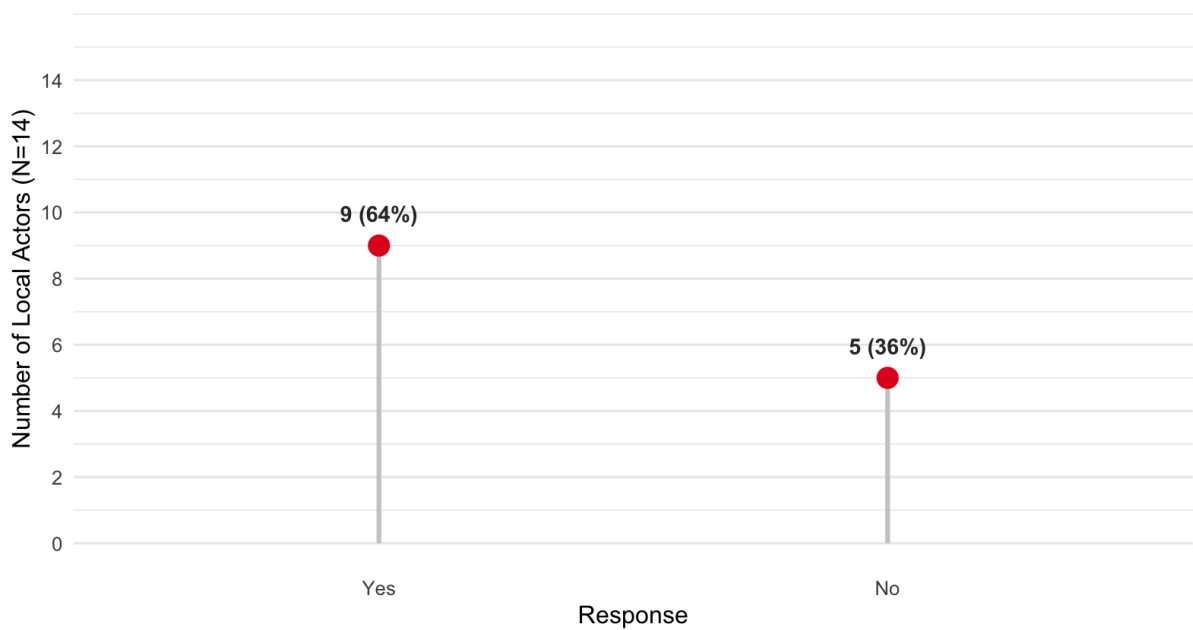
Capacity Strengthening

Q19: Which types of capacity support has your organization received in the past 12 months?



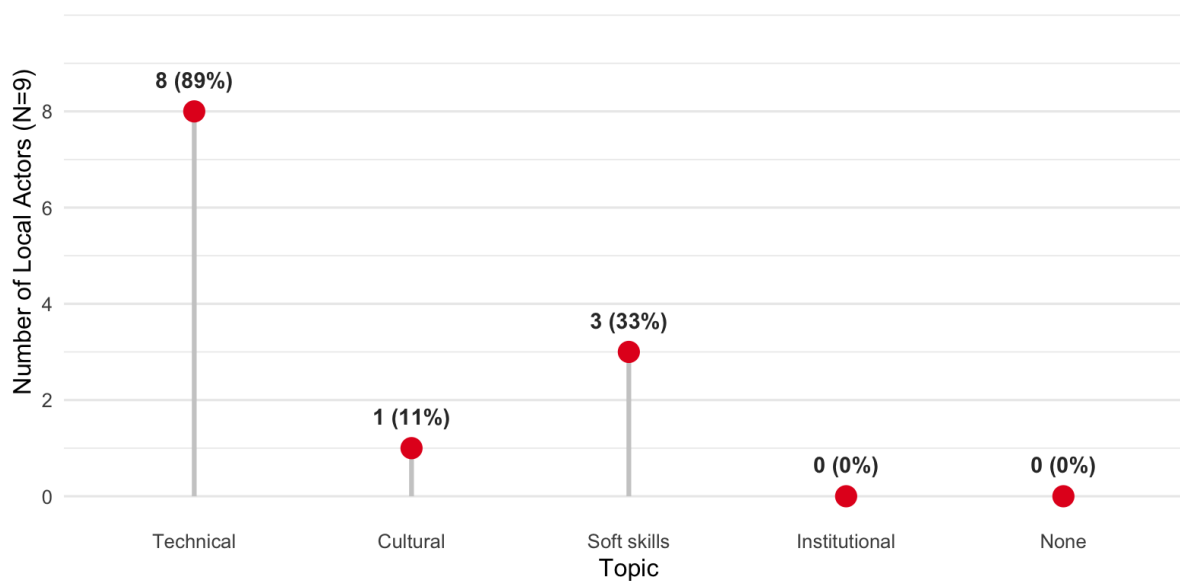
Capacity Strengthening

Q21: Has an international partner or the CCCM Cluster ever asked your organization to provide them with training?



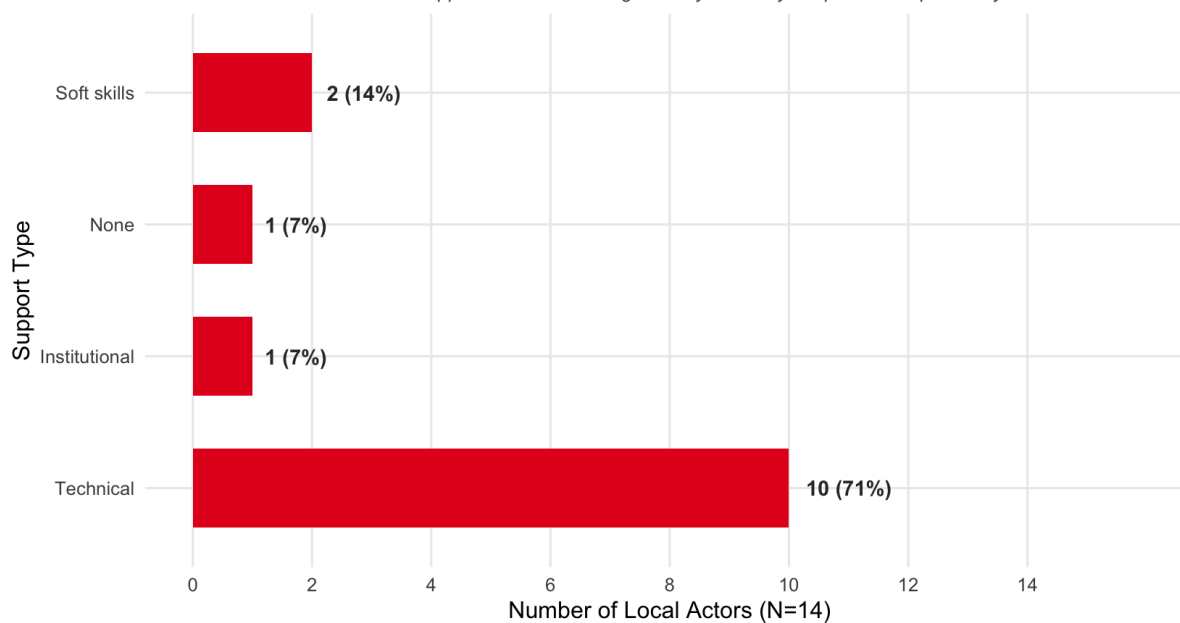
Capacity Strengthening

Q22: What was the primary topic of the training you provided to partners? (Asked only if Q21 = Yes)



Capacity Strengthening

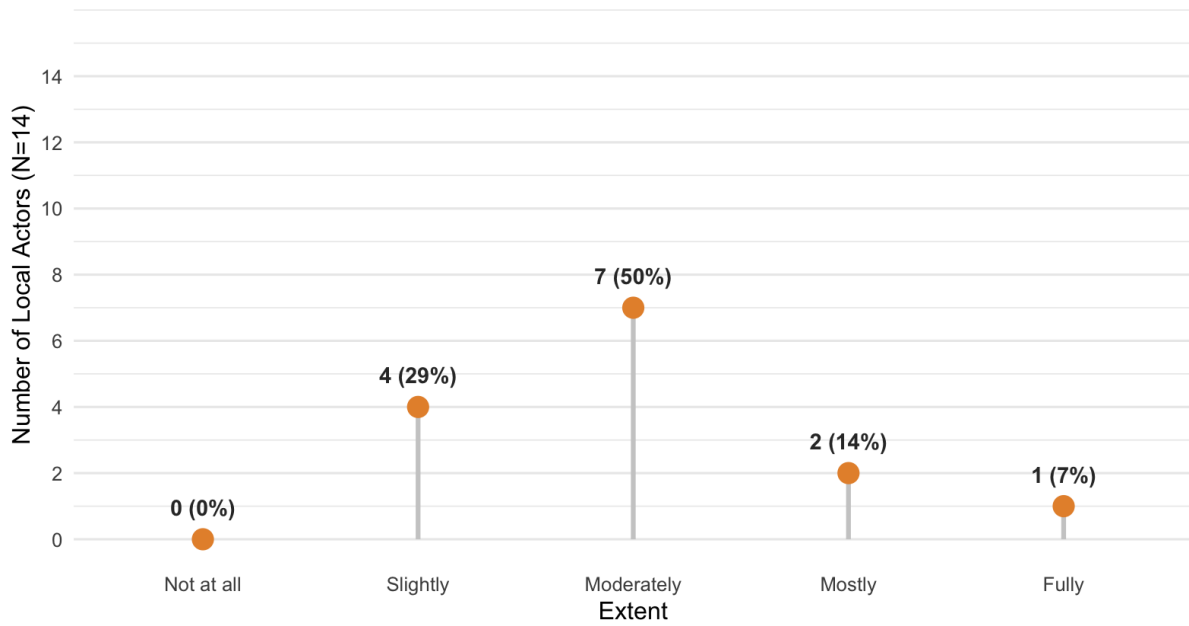
Q41: Which one of the received supports has most strengthened your ability to operate independently?



RESOURCES AND FUNDING

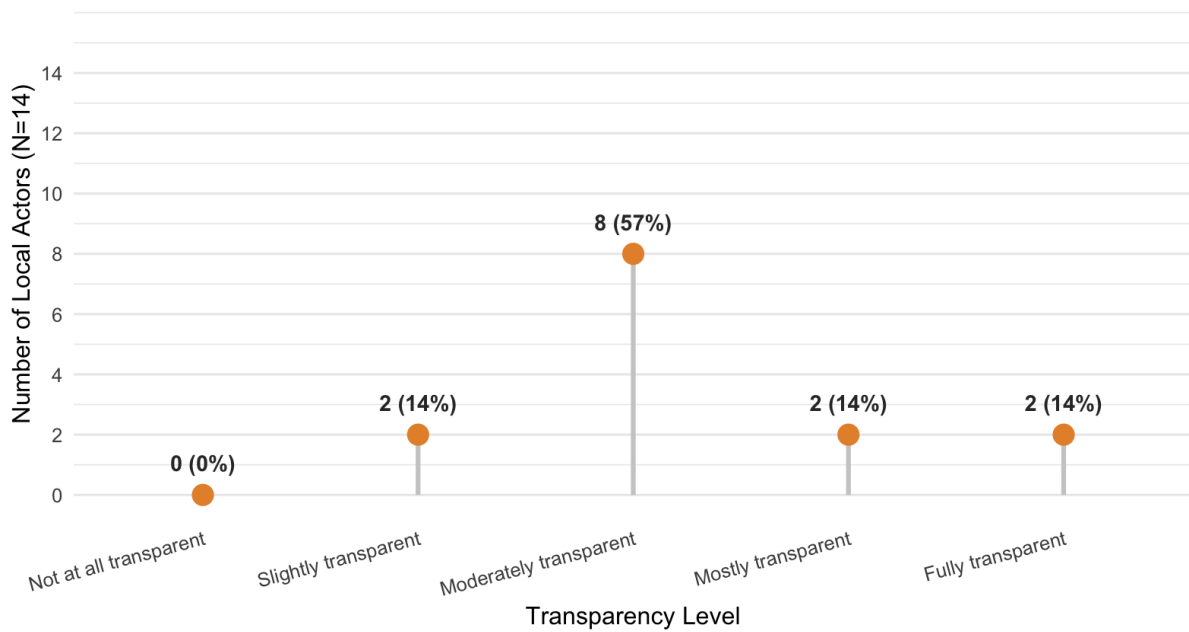
Resources & Funding

Q23: To what extent does your current funding allow your organization to meet its objectives in the long-term?



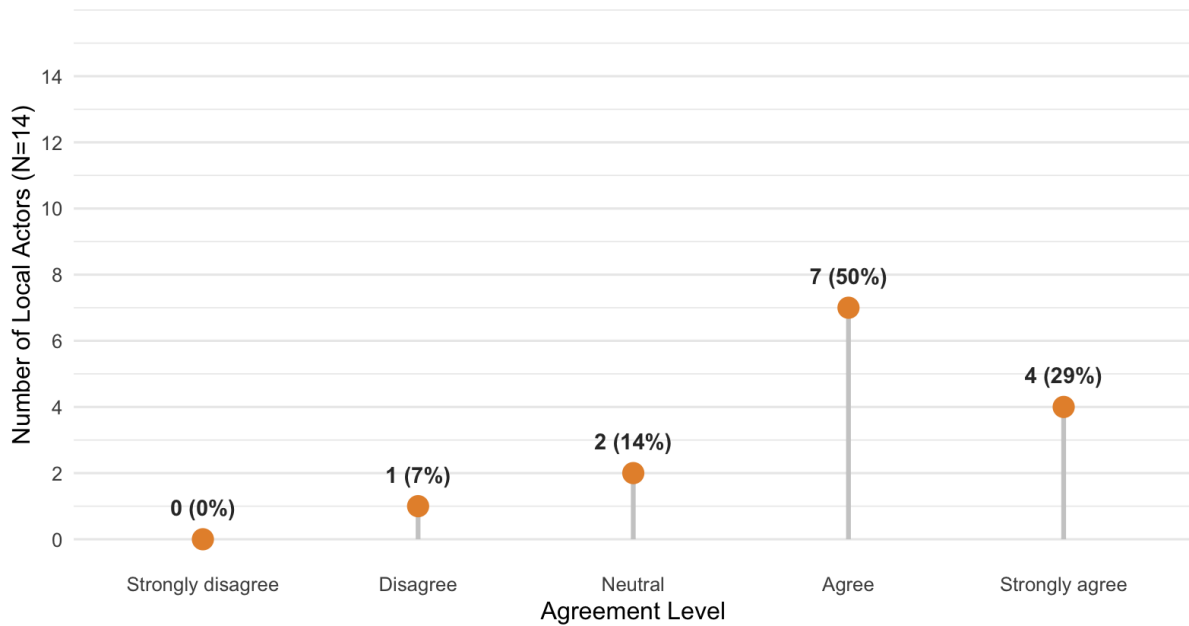
Resources & Funding

Q43: How transparent do you find the process of allocating any funding from Diaspora or Faith-Based Organizations?



Resources & Funding

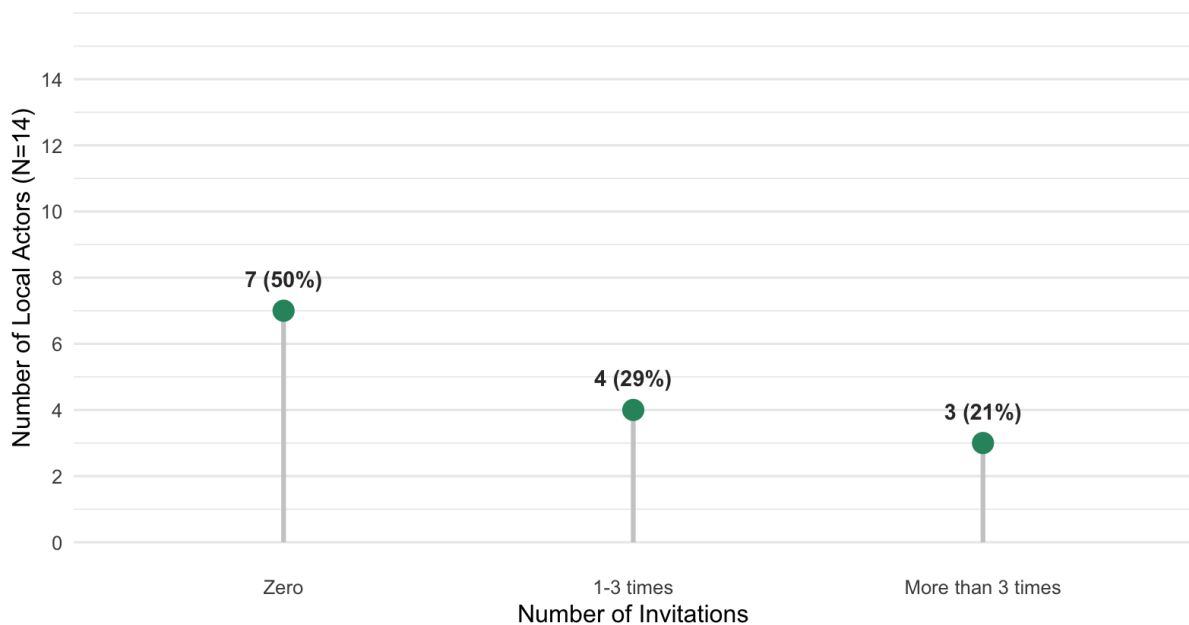
Q26: "My organization decides the priorities for how our funds are used."



VISIBILITY AND PARTNERSHIPS

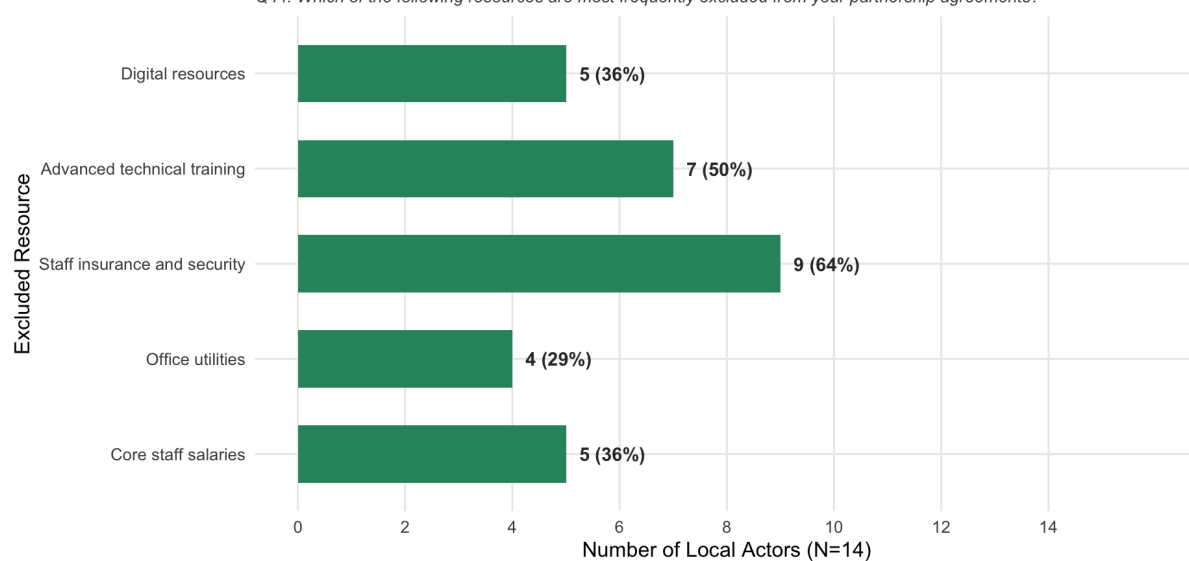
Visibility & Partnerships

Q32: In the last 12 months, how many times has your organization been invited to present at a National or Global policy forum?



Visibility & Partnerships

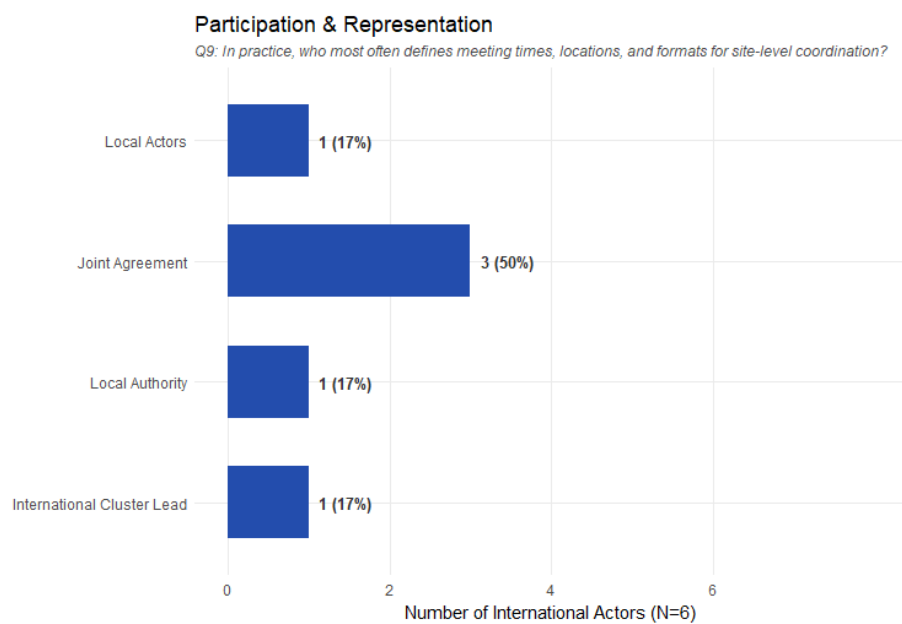
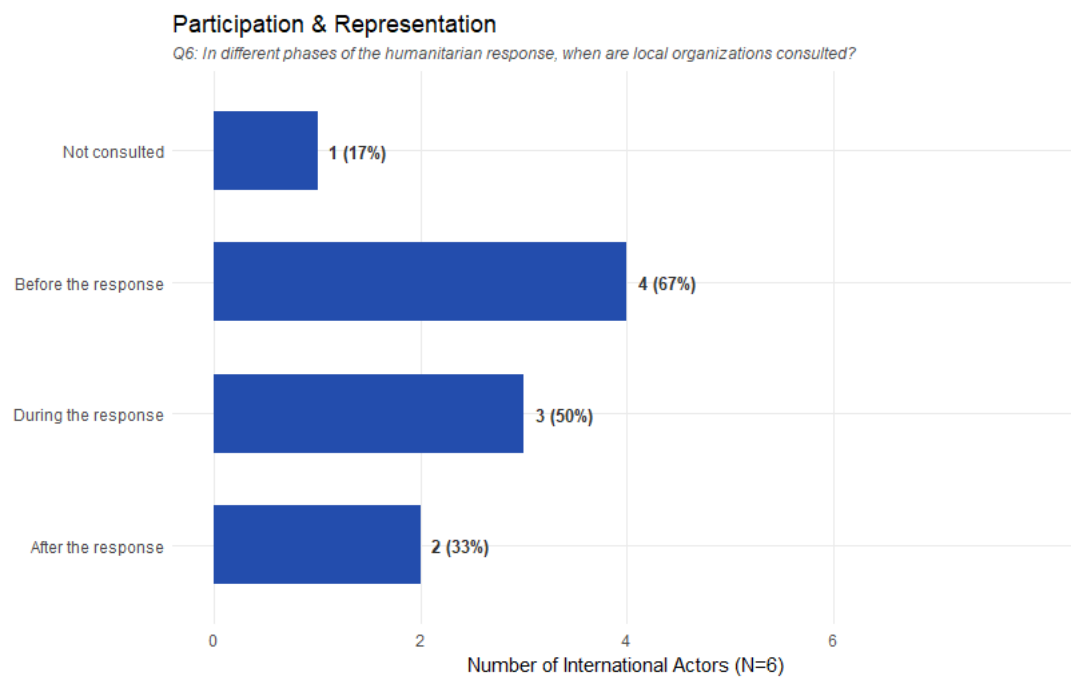
Q44: Which of the following resources are most frequently excluded from your partnership agreements?



Annex VI: International Actors Survey Responses

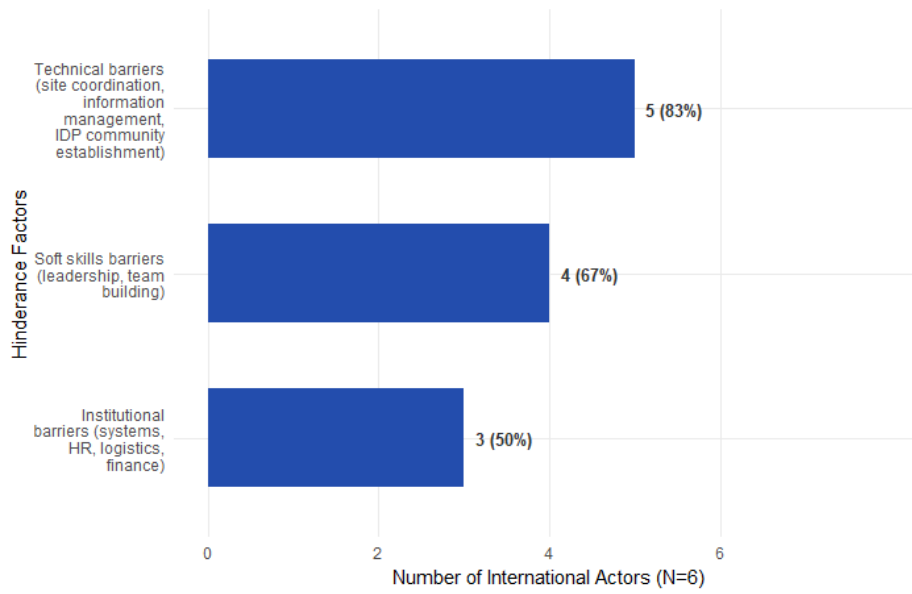
Disclaimer: The research team created the visualizations through Rstudio (Coding provided in Annex VIII).

PARTICIPATION AND REPRESENTATION



Participation & Representation

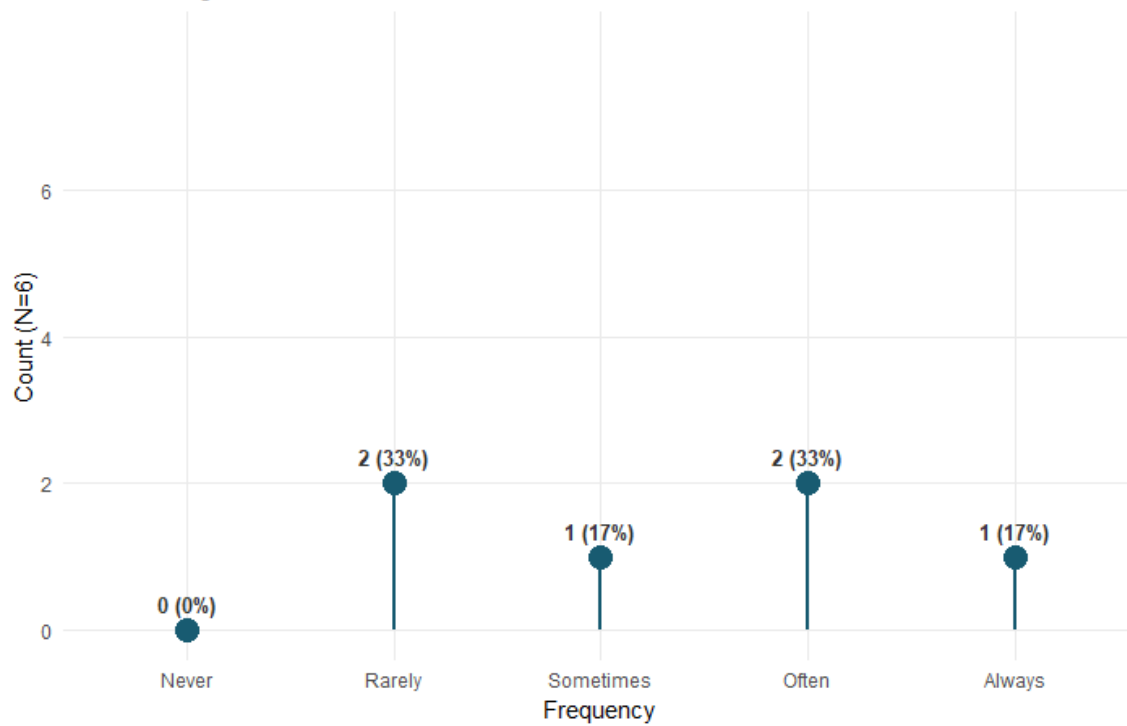
Q11: Which factors most hinder participation of local actors in CCCM coordination?



LEADERSHIP

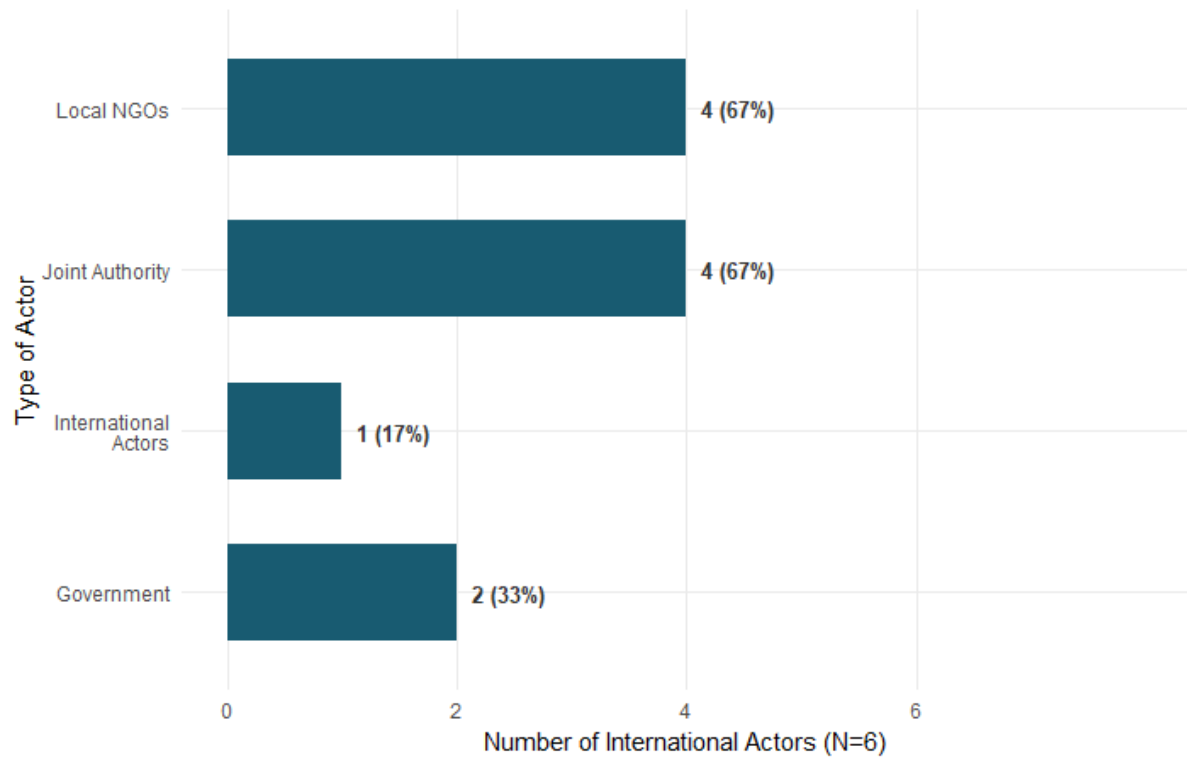
Leadership

Q13: How frequently does your organization support or endorse a local actor to serve in cluster governance roles?



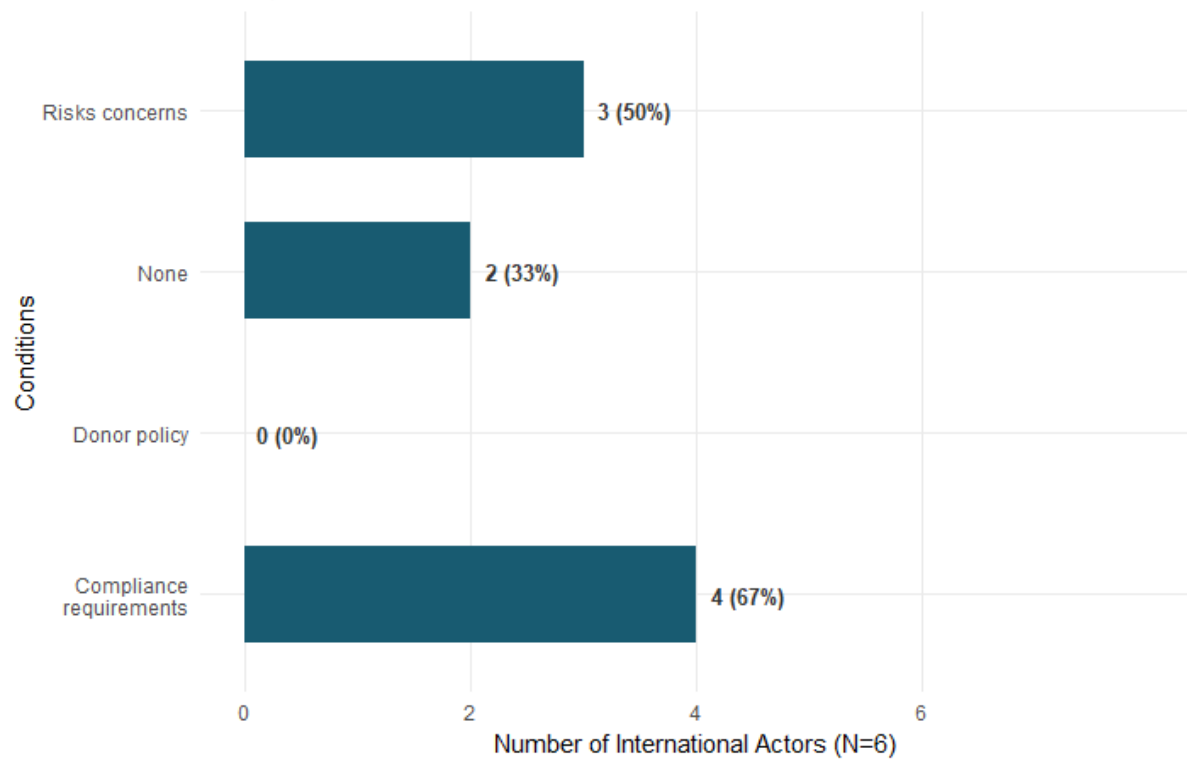
Leadership

Q39: When urgent site-level issues arise, who has the capacity to act immediately to resolve them?

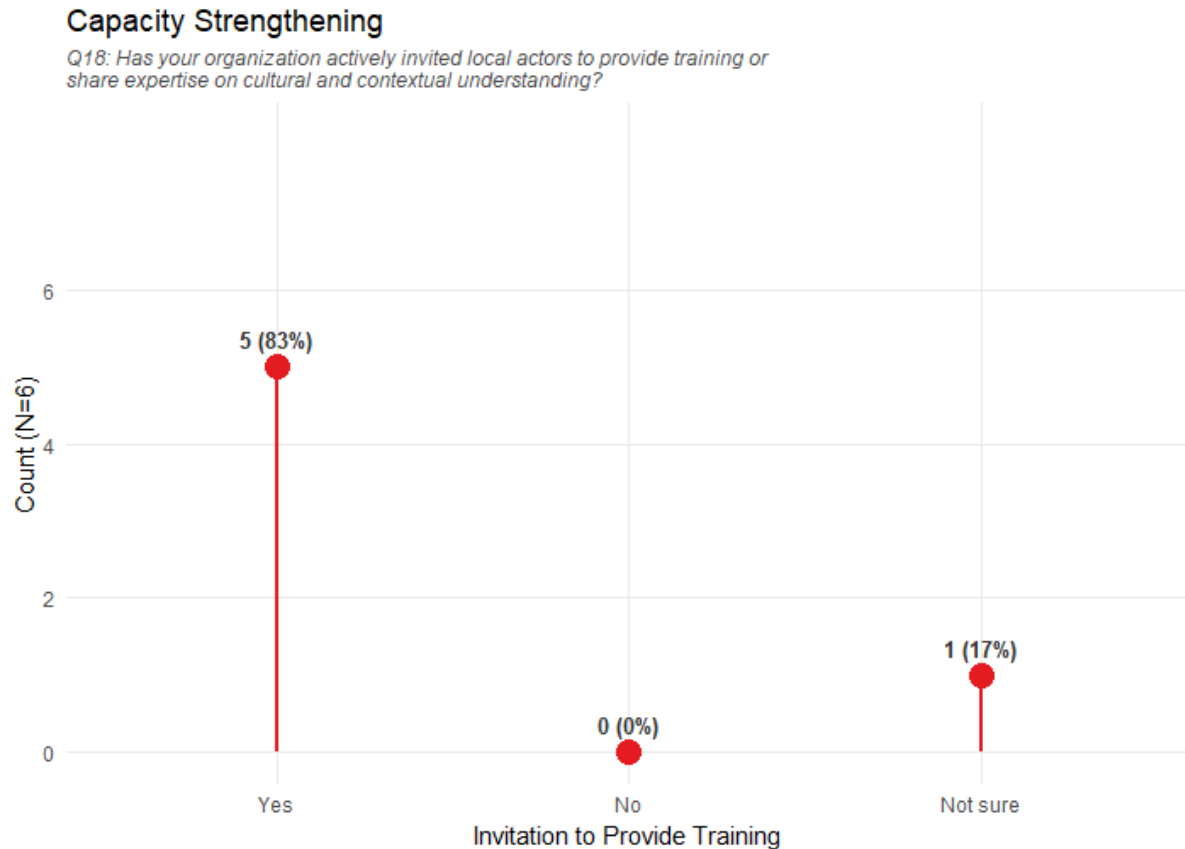
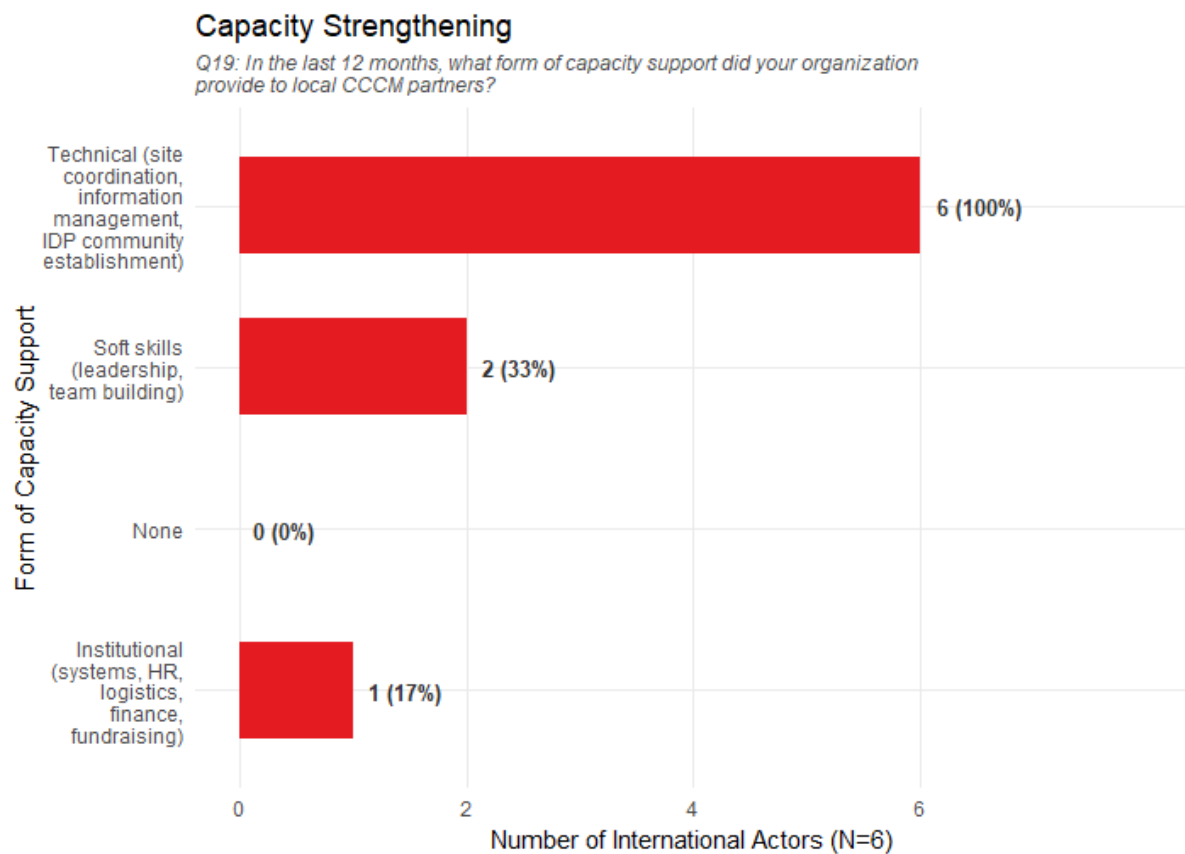


Leadership

Q17: What conditions most influence your decision to delegate leadership roles to local partners?

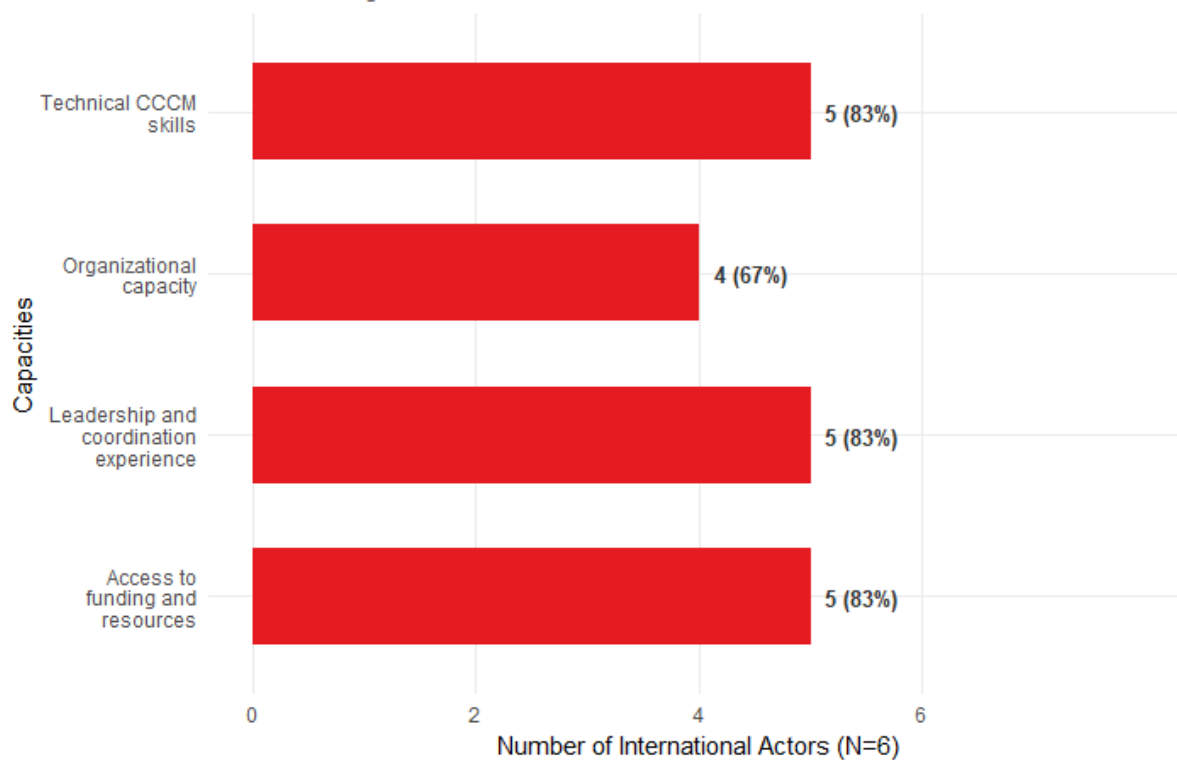


CAPACITY STRENGTHENING



Capacity Strengthening

Q40: Which capacities do you believe local actors would benefit from the most in CCCM site management and coordination?



RESOURCING & FUNDING

Resourcing & Funding

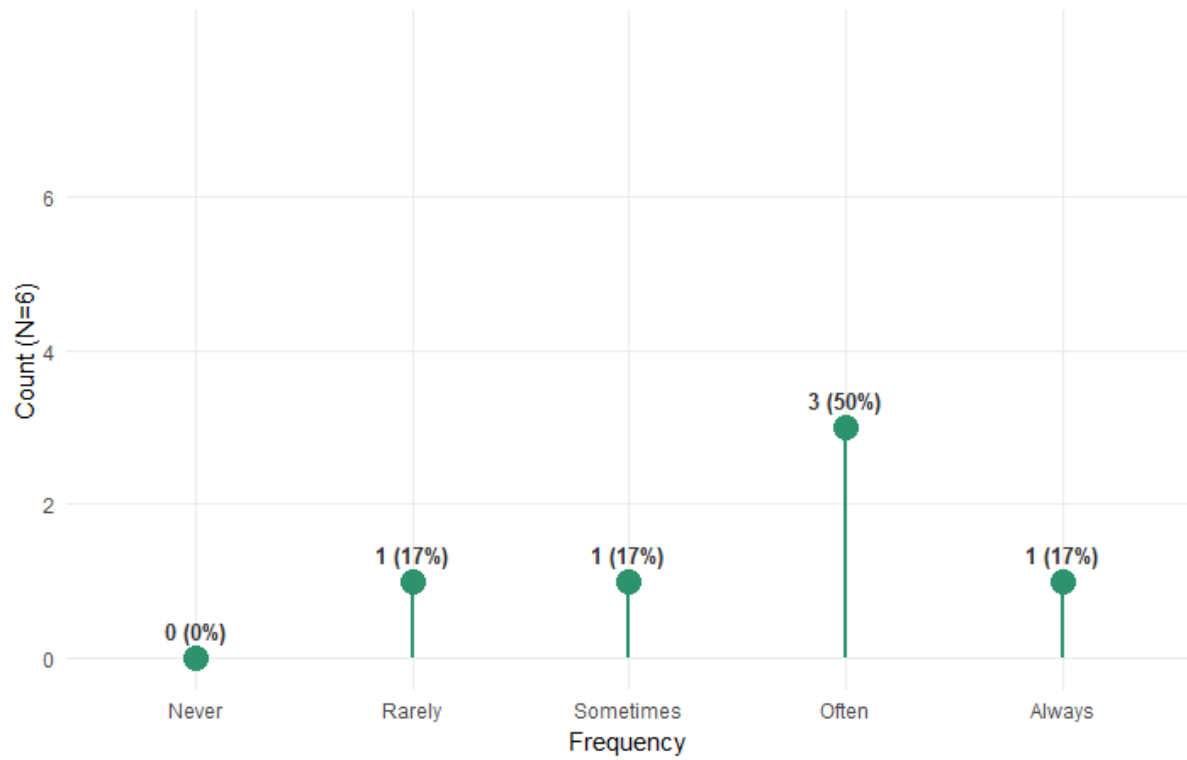
Q41: What do you identify as the main constraints in shifting toward long-term funding for local site management actors?



VISIBILITY & PARTNERSHIP

Visibility & Partnerships

Q31: To what extent does your organization partner with local actors on joint needs assessments for long-term sustainability?



Annex VII: Rstudio Coding for Local Actors Survey Visualizations

LOCAL ACTORS SURVEY VISUALIZATIONS - FULL SCRIPT

1. INSTALL AND LOAD PACKAGES

```
if (!require("tidyverse")) install.packages("tidyverse")
if (!require("janitor")) install.packages("janitor")
```

```
library(janitor)
library(tidyverse)
```

2. DATASET LOADING & CLEANING

```
df_et_la <- read_csv2(file.choose()) %>%
  clean_names() %>%
  type_convert() %>%
  filter(progress == 100)
```

3. BRANDING & GLOBAL VARIABLES

```
brand_red   <- "#E41B21"
brand_blue  <- "#234DAD"
brand_teal  <- "#185B71"
brand_orange <- "#E69138"
brand_green <- "#2D936C"
```

Segmented Colors (Experience Groups)

```
color_initial <- "#6A0DAD" # Purple
color_advanced <- "#F4D03F" # Yellow
```

Dynamic total N

```
total_n_la <- nrow(df_et_la)
```

4. EXPERIENCE SEGMENTATION LOGIC

```
df_la_grouped <- df_et_la %>%
```

```

mutate(exp_group = case_when(
  q5 %in% c("6 months to 1 year", "1 to 2 years") ~ "Initial Experience",
  q5 %in% c("2 to 3 years", "More than 3 years") ~ "Advanced Experience",
  TRUE ~ NA_character_
)) %>%
filter(!is.na(exp_group))

# Group totals for percentages
group_totals_global <- df_la_grouped %>%
  group_by(exp_group) %>%
  summarise(group_n = n(), .groups = 'drop')

#
=====

# BLOCK 1: PARTICIPATION AND REPRESENTATION
#
=====

##### Q6 #####
q6_levels <- c("After response", "During the response", "Before the response", "Not
consulted")

plot_block_Q6 <- df_et_la %>%
  separate_rows(q6, sep = ",") %>%
  mutate(q6 = str_trim(q6)) %>%
  filter(!is.na(q6)) %>%
  mutate(q6 = factor(q6, levels = q6_levels)) %>%
  count(q6, .drop = FALSE) %>%
  mutate(pct = (n / total_n_la) * 100) %>%
  ggplot(aes(x = q6, y = n)) +
  geom_col(fill = brand_blue, width = 0.6) +
  geom_text(aes(label = paste0(n, " (", round(pct, 0), "%)")), hjust = -0.2, size = 3.5, color =
"grey20", fontface = "bold") +

```

```

coord_flip() +
scale_y_continuous(limits = c(0, total_n_la + 2), breaks = seq(0, total_n_la, 2)) +
labs(title = "Participation & Representation", subtitle = "Q6: In different phases of the
humanitarian response, when are local organizations consulted?", x = NULL, y =
paste0("Number of Local Actors (N=", total_n_la, ")")) +
theme_minimal() + theme(plot.subtitle = element_text(size = 9, face = "italic", color =
"grey30"), panel.grid.minor = element_blank())

```

plot_block_Q6

Q7

```
q7_levels <- c("Never", "Rarely", "Sometimes", "Often", "Always")
```

```

plot_block_Q7 <- df_et_la %>%
  filter(!is.na(q7)) %>%
  mutate(q7 = factor(q7, levels = q7_levels)) %>%
  count(q7, .drop = FALSE) %>%
  mutate(pct = (n / total_n_la) * 100) %>%
  ggplot(aes(x = q7, y = n)) +
  geom_segment(aes(x = q7, xend = q7, y = 0, yend = n), color = "grey80", size = 1) +
  geom_point(color = brand_blue, size = 4) +
  geom_text(aes(label = paste0(n, " (", round(pct, 0), "%)")), vjust = -1.2, size = 3.5, color =
"grey20", fontface = "bold") +
  scale_y_continuous(limits = c(0, total_n_la + 2), breaks = seq(0, total_n_la, 2)) +
  labs(title = "Participation & Representation", subtitle = "Q7: How often do you feel your
organization's input is reflected in the final decisions?", x = "Frequency", y =
paste0("Number of Local Actors (N=", total_n_la, ")")) +
  theme_minimal() + theme(plot.subtitle = element_text(size = 9, face = "italic", color =
"grey30"), panel.grid.major.x = element_blank())

```

plot_block_Q7

Q11

```

plot_block_Q11 <- df_et_la %>%
  mutate(q11 = str_remove_all(q11, "\\s*\\([\\^]*\\)")) %>%
  separate_rows(q11, sep = ",") %>%
  mutate(q11 = str_trim(q11)) %>%
  filter(!is.na(q11) & q11 != "") %>%
  count(q11) %>%
  mutate(pct = (n / total_n_la) * 100) %>%
  ggplot(aes(x = reorder(q11, n), y = n)) +
  geom_col(fill = brand_blue, width = 0.6) +
  geom_text(aes(label = paste0(n, " (", round(pct, 0), "%)")), hjust = -0.2, size = 3.5, color =
"grey20", fontface = "bold") +
  coord_flip() +
  scale_y_continuous(limits = c(0, total_n_la + 3), breaks = seq(0, total_n_la, 2)) +
  labs(title = "Participation & Representation", subtitle = "Q11: Which factors most hinder
your participation in site management/cluster meetings?", x = "Hinderance Factors", y =
paste0("Number of Local Actors (N=", total_n_la, ")")) +
  theme_minimal() + theme(plot.subtitle = element_text(size = 9, face = "italic", color =
"grey30"), panel.grid.minor = element_blank())

```

plot_block_Q11

#

BLOCK 2: LEADERSHIP

#

Q13

q13_levels <- c("Government", "International Actors", "Local Actors", "Joint Authority")

```

plot_block_Q13 <- df_et_la %>%
  separate_rows(q13, sep = ",") %>%
  mutate(q13 = str_trim(q13)) %>%

```

```

filter(!is.na(q13)) %>%
mutate(q13 = factor(q13, levels = q13_levels)) %>%
count(q13, .drop = FALSE) %>%
mutate(pct = (n / total_n_la) * 100) %>%
ggplot(aes(x = q13, y = n)) +
geom_col(fill = brand_teal, width = 0.6) +
geom_text(aes(label = paste0(n, " (", round(pct, 0), "%)")), hjust = -0.2, size = 3.5, color =
"grey20", fontface = "bold") +
coord_flip() + scale_y_continuous(limits = c(0, total_n_la + 2), breaks = seq(0, total_n_la,
2)) +
labs(title = "Leadership", subtitle = "Q13: When urgent site-level issues arise, who has the
capacity to act immediately to resolve them?", x = "Actor Type", y = paste0("Number of
Local Actors (N=", total_n_la, ")")) +
theme_minimal() + theme(plot.subtitle = element_text(size = 9, face = "italic", color =
"grey30"), panel.grid.minor = element_blank())

```

plot_block_Q13

Q42

```

q42_levels <- c("Resource and financial reallocation", "Site infrastructure improvement and
design", "Team structure and staff", "Site relocation; return; or closure")

```

```

plot_block_Q42 <- df_et_la %>%
mutate(q42 = str_replace_all(q42, "Site relocation, return, or closure", "Site relocation;
return; or closure")) %>%
separate_rows(q42, sep = ",") %>%
mutate(q42 = str_trim(q42)) %>%
filter(!is.na(q42)) %>%
mutate(q42 = factor(q42, levels = q42_levels)) %>%
count(q42, .drop = FALSE) %>%
mutate(pct = (n / total_n_la) * 100) %>%
ggplot(aes(x = q42, y = n)) +
geom_col(fill = brand_teal, width = 0.6) +

```

```

  geom_text(aes(label = paste0(n, " (", round(pct, 0), "%)")), hjust = -0.2, size = 3.5, color =
"grey20", fontface = "bold") +
  coord_flip() + scale_y_continuous(limits = c(0, total_n_la + 3), breaks = seq(0, total_n_la,
2)) +
  labs(title = "Leadership", subtitle = "Q42: What kind of site-level changes would you make
if you did not need donor approval?", x = "Type of Change", y = paste0("Number of Local
Actors (N=", total_n_la, ")")) +
  theme_minimal() + theme(plot.subtitle = element_text(size = 9, face = "italic", color =
"grey30"), panel.grid.minor = element_blank())

```

plot_block_Q42

Q16

```
q16_levels <- c("Interviews", "Survey", "Complaint box", "Other")
```

```

plot_block_Q16 <- df_et_la %>%
  separate_rows(q16, sep = ",") %>%
  mutate(q16 = str_trim(q16)) %>%
  filter(!is.na(q16)) %>%
  mutate(q16 = factor(q16, levels = q16_levels)) %>%
  count(q16, .drop = FALSE) %>%
  mutate(pct = (n / total_n_la) * 100) %>%
  ggplot(aes(x = q16, y = n)) +
  geom_col(fill = brand_teal, width = 0.6) +
  geom_text(aes(label = paste0(n, " (", round(pct, 0), "%)")), hjust = -0.2, size = 3.5, color =
"grey20", fontface = "bold") +
  coord_flip() + scale_y_continuous(limits = c(0, total_n_la + 2), breaks = seq(0, total_n_la,
2)) +
  labs(title = "Leadership", subtitle = "Q16: What methods do you use to know how your
organization is perceived by the IDP community?", x = "Method", y = paste0("Number of
Local Actors (N=", total_n_la, ")")) +
  theme_minimal() + theme(plot.subtitle = element_text(size = 9, face = "italic", color =
"grey30"), panel.grid.minor = element_blank())

```

```
plot_block_Q16
```

```
##### Q17 #####
```

```
q17_levels <- c("International Cluster", "Local Government", "Local NGOs", "Joint  
Leadership")
```

```
plot_block_Q17 <- df_et_la %>%  
  filter(!is.na(q17)) %>%  
  mutate(q17 = factor(q17, levels = q17_levels)) %>%  
  count(q17, .drop = FALSE) %>%  
  mutate(pct = (n / total_n_la) * 100) %>%  
  ggplot(aes(x = q17, y = n)) +  
  geom_col(fill = brand_teal, width = 0.6) +  
  geom_text(aes(label = paste0(n, " (", round(pct, 0), "%)")), hjust = -0.2, size = 3.5, color =  
"grey20", fontface = "bold") +  
  coord_flip() + scale_y_continuous(limits = c(0, total_n_la + 2), breaks = seq(0, total_n_la,  
2)) +  
  labs(title = "Leadership", subtitle = "Q17: Who primarily leads CCCM responses in the  
site?", x = "Leading Entity", y = paste0("Number of Local Actors (N=", total_n_la, ")")) +  
  theme_minimal() + theme(plot.subtitle = element_text(size = 9, face = "italic", color =  
"grey30"), panel.grid.minor = element_blank())
```

```
plot_block_Q17
```

```
#
```

```
=====
```

```
# BLOCK 3: CAPACITY STRENGTHENING
```

```
# =====
```

```
##### Q19 #####
```

```
q19_levels <- c("Technical", "Soft skills", "Institutional", "None")
```

```
plot_block_Q19 <- df_et_la %>%  
  mutate(q19 = str_remove_all(q19, "\\s*\\\[^\]*\\\")) %>%
```

```

separate_rows(q19, sep = ",") %>% mutate(q19 = str_trim(q19)) %>%
filter(!is.na(q19) & q19 != "") %>% mutate(q19 = factor(q19, levels = q19_levels)) %>%
count(q19, .drop = FALSE) %>% mutate(pct = (n / total_n_la) * 100) %>%
ggplot(aes(x = q19, y = n)) +
geom_col(fill = brand_red, width = 0.6) +
geom_text(aes(label = paste0(n, " (", round(pct, 0), "%)")), hjust = -0.2, size = 3.5, color =
"grey20", fontface = "bold") +
coord_flip() + scale_y_continuous(limits = c(0, total_n_la + 2), breaks = seq(0, total_n_la,
2)) +
labs(title = "Capacity Strengthening", subtitle = "Q19: Which types of capacity support has
your organization received in the past 12 months?", x = "Support Type", y = paste0("Number
of Local Actors (N=", total_n_la, ")")) +
theme_minimal() + theme(plot.subtitle = element_text(size = 9, face = "italic", color =
"grey30"), panel.grid.minor = element_blank())

```

plot_block_Q19

Q41

```
q41_levels <- c("Technical", "Institutional", "None", "Soft skills")
```

```

plot_block_Q41 <- df_et_la %>%
mutate(q41 = str_remove_all(q41, "\\s*\\([\\^)]*\\s")) %>%
filter(!is.na(q41) & q41 != "") %>% mutate(q41 = str_trim(q41)) %>%
mutate(q41 = factor(q41, levels = q41_levels)) %>% count(q41, .drop = FALSE) %>%
mutate(pct = (n / total_n_la) * 100) %>%
ggplot(aes(x = q41, y = n)) +
geom_col(fill = brand_red, width = 0.6) +
geom_text(aes(label = paste0(n, " (", round(pct, 0), "%)")), hjust = -0.2, size = 3.5, color =
"grey20", fontface = "bold") +
coord_flip() + scale_y_continuous(limits = c(0, total_n_la + 2), breaks = seq(0, total_n_la,
2)) +
labs(title = "Capacity Strengthening", subtitle = "Q41: Which one of the received supports
has most strengthened your ability to operate independently?", x = "Support Type", y =
paste0("Number of Local Actors (N=", total_n_la, ")")) +

```

```
theme_minimal() + theme(plot.subtitle = element_text(size = 9, face = "italic", color =
"grey30"), panel.grid.minor = element_blank())
```

```
plot_block_Q41
```

```
##### Q21 #####
```

```
plot_block_Q21 <- df_et_la %>%
  filter(!is.na(q21)) %>% mutate(q21 = factor(q21, levels = c("Yes", "No"))) %>%
  count(q21, .drop = FALSE) %>% mutate(pct = (n / total_n_la) * 100) %>%
  ggplot(aes(x = q21, y = n)) +
  geom_segment(aes(x = q21, xend = q21, y = 0, yend = n), color = "grey80", size = 1) +
  geom_point(color = brand_red, size = 4) +
  geom_text(aes(label = paste0(n, " (", round(pct, 0), "%)")), vjust = -1.5, size = 3.5, color =
"grey20", fontface = "bold") +
  scale_y_continuous(limits = c(0, total_n_la + 2), breaks = seq(0, total_n_la, 2)) +
  labs(title = "Capacity Strengthening", subtitle = "Q21: Has an international partner or the
CCCM Cluster ever asked your organization to provide them with training?", x =
"Response", y = paste0("Number of Local Actors (N=", total_n_la, ")")) +
  theme_minimal() + theme(plot.subtitle = element_text(size = 9, face = "italic", color =
"grey30"), panel.grid.major.x = element_blank())
```

```
plot_block_Q21
```

```
##### Q22 #####
```

```
q22_levels <- c("Technical", "Cultural", "Soft skills", "Institutional", "None")
subset_n_q22 <- 9
```

```
plot_block_Q22 <- df_et_la %>%
  mutate(q22 = str_remove_all(q22, "\\s*\\([\\^)]*\\s")) %>%
  separate_rows(q22, sep = ",") %>% mutate(q22 = str_trim(q22)) %>%
  filter(!is.na(q22) & q22 != "") %>% mutate(q22 = factor(q22, levels = q22_levels)) %>%
  count(q22, .drop = FALSE) %>% mutate(pct = (n / subset_n_q22) * 100) %>%
  ggplot(aes(x = q22, y = n)) +
  geom_segment(aes(x = q22, xend = q22, y = 0, yend = n), color = "grey80", size = 1) +
```

```

geom_point(color = brand_red, size = 4) +
geom_text(aes(label = paste0(n, " (", round(pct, 0), "%)")), vjust = -1.5, size = 3.5, color =
"grey20", fontface = "bold") +
scale_y_continuous(limits = c(0, subset_n_q22 + 2), breaks = seq(0, subset_n_q22, 2)) +
labs(title = "Capacity Strengthening", subtitle = "Q22: What was the primary topic of the
training you provided to partners? (Asked only if Q21 = Yes)", x = "Topic", y =
paste0("Number of Local Actors (N=", subset_n_q22, ")")) +
theme_minimal() + theme(plot.subtitle = element_text(size = 9, face = "italic", color =
"grey30"), panel.grid.major.x = element_blank())

```

```

plot_block_Q22

```

```

#

```

```

=====
# BLOCK 4: RESOURCES & FUNDING
#
=====

```

```

##### Q23 #####

```

```

q23_levels <- c("Not at all", "Slightly", "Moderately", "Mostly", "Fully")

```

```

plot_block_Q23 <- df_et_la %>%
  filter(!is.na(q23)) %>% mutate(q23 = factor(q23, levels = q23_levels)) %>%
  count(q23, .drop = FALSE) %>% mutate(pct = (n / total_n_la) * 100) %>%
  ggplot(aes(x = q23, y = n)) +
  geom_segment(aes(x = q23, xend = q23, y = 0, yend = n), color = "grey80", size = 1) +
  geom_point(color = brand_orange, size = 4) +
  geom_text(aes(label = paste0(n, " (", round(pct, 0), "%)")), vjust = -1.5, size = 3.5, color =
"grey20", fontface = "bold") +
  scale_y_continuous(limits = c(0, total_n_la + 2), breaks = seq(0, total_n_la, 2)) +
  labs(title = "Resources & Funding", subtitle = "Q23: To what extent does your current
funding allow your organization to meet its objectives in the long-term?", x = "Extent", y =
paste0("Number of Local Actors (N=", total_n_la, ")")) +

```

```
theme_minimal() + theme(plot.subtitle = element_text(size = 9, face = "italic", color =
"grey30"), panel.grid.major.x = element_blank())
```

```
plot_block_Q23
```

```
##### Q43 #####
```

```
q43_levels <- c("Not at all transparent", "Slightly transparent", "Moderately transparent",
"Mostly transparent", "Fully transparent")
```

```
plot_block_Q43 <- df_et_la %>%
  filter(!is.na(q43)) %>% mutate(q43 = factor(q43, levels = q43_levels)) %>%
  count(q43, .drop = FALSE) %>% mutate(pct = (n / total_n_la) * 100) %>%
  ggplot(aes(x = q43, y = n)) +
  geom_segment(aes(x = q43, xend = q43, y = 0, yend = n), color = "grey80", size = 1) +
  geom_point(color = brand_orange, size = 4) +
  geom_text(aes(label = paste0(n, " (", round(pct, 0), "%)")), vjust = -1.5, size = 3.5, color =
"grey20", fontface = "bold") +
  scale_y_continuous(limits = c(0, total_n_la + 2), breaks = seq(0, total_n_la, 2)) +
  labs(title = "Resources & Funding", subtitle = "Q43: How transparent do you find the
process of allocating any funding from Diaspora or Faith-Based Organizations?", x =
"Transparency Level", y = paste0("Number of Local Actors (N=", total_n_la, ")")) +
  theme_minimal() + theme(plot.subtitle = element_text(size = 9, face = "italic", color =
"grey30"), panel.grid.major.x = element_blank(), axis.text.x = element_text(angle = 15, hjust
= 1))
```

```
plot_block_Q43
```

```
##### Q26 #####
```

```
q26_levels <- c("Strongly disagree", "Disagree", "Neutral", "Agree", "Strongly agree")
```

```
plot_block_Q26 <- df_et_la %>%
  filter(!is.na(q26)) %>% mutate(q26 = factor(q26, levels = q26_levels)) %>%
  count(q26, .drop = FALSE) %>% mutate(pct = (n / total_n_la) * 100) %>%
  ggplot(aes(x = q26, y = n)) +
```

```

geom_segment(aes(x = q26, xend = q26, y = 0, yend = n), color = "grey80", size = 1) +
geom_point(color = brand_orange, size = 4) +
geom_text(aes(label = paste0(n, " (", round(pct, 0), "%)")), vjust = -1.5, size = 3.5, color =
"grey20", fontface = "bold") +
scale_y_continuous(limits = c(0, total_n_la + 2), breaks = seq(0, total_n_la, 2)) +
  labs(title = "Resources & Funding", subtitle = "Q26: \"My organization decides the
priorities for how our funds are used.\", x = "Agreement Level", y = paste0("Number of
Local Actors (N=", total_n_la, ")")) +
  theme_minimal() + theme(plot.subtitle = element_text(size = 9, face = "italic", color =
"grey30"), panel.grid.major.x = element_blank())

```

plot_block_Q26

#

=====

BLOCK 5: VISIBILITY & PARTNERSHIPS

=====

Q32

q32_levels <- c("Zero", "1-3 times", "More than 3 times")

```

plot_block_Q32 <- df_et_la %>%
  filter(!is.na(q32)) %>% mutate(q32 = factor(q32, levels = q32_levels)) %>%
  count(q32, .drop = FALSE) %>% mutate(pct = (n / total_n_la) * 100) %>%
  ggplot(aes(x = q32, y = n)) +
  geom_segment(aes(x = q32, xend = q32, y = 0, yend = n), color = "grey80", size = 1) +
  geom_point(color = brand_green, size = 4) +
  geom_text(aes(label = paste0(n, " (", round(pct, 0), "%)")), vjust = -1.5, size = 3.5, color =
"grey20", fontface = "bold") +
  scale_y_continuous(limits = c(0, total_n_la + 2), breaks = seq(0, total_n_la, 2)) +
  labs(title = "Visibility & Partnerships", subtitle = "Q32: In the last 12 months, how many
times has your organization been invited to present at a National or Global policy forum?", x
= "Number of Invitations", y = paste0("Number of Local Actors (N=", total_n_la, ")")) +

```

```
theme_minimal() + theme(plot.subtitle = element_text(size = 9, face = "italic", color =
"grey30"), panel.grid.major.x = element_blank())
```

```
plot_block_Q32
```

```
##### Q44 #####
```

```
q44_levels <- c("Core staff salaries", "Office utilities", "Staff insurance and security",
"Advanced technical training", "Digital resources")
```

```
plot_block_Q44 <- df_et_la %>%
  mutate(q44 = str_remove_all(q44, "\\s*\\([\\^])*\\s")) %>%
  separate_rows(q44, sep = ",") %>% mutate(q44 = str_trim(q44)) %>%
  filter(!is.na(q44) & q44 != "") %>% mutate(q44 = factor(q44, levels = q44_levels)) %>%
  count(q44, .drop = FALSE) %>% mutate(pct = (n / total_n_la) * 100) %>%
  ggplot(aes(x = q44, y = n)) +
  geom_col(fill = brand_green, width = 0.6) +
  geom_text(aes(label = paste0(n, " (", round(pct, 0), "%)")), hjust = -0.2, size = 3.5, color =
"grey20", fontface = "bold") +
  coord_flip() + scale_y_continuous(limits = c(0, total_n_la + 2), breaks = seq(0, total_n_la,
2)) +
  labs(title = "Visibility & Partnerships", subtitle = "Q44: Which of the following resources
are most frequently excluded from your partnership agreements?", x = "Excluded Resource",
y = paste0("Number of Local Actors (N=", total_n_la, ")")) +
  theme_minimal() + theme(plot.subtitle = element_text(size = 9, face = "italic", color =
"grey30"), panel.grid.minor = element_blank())
```

```
plot_block_Q44
```

Annex VIII: Rstudio Coding for International Actors Survey Visualizations

```
# INTERNATIONAL ACTORS SURVEY VISUALIZATIONS - FULL SCRIPT
```

```
#Install necessary packages
```

```
install.packages("janitor")
```

```
install.packages("tidyverse")
```

```
library(janitor)
```

```
library(tidyverse)
```

```
#Install the dataset
```

```
df_et_ia <- read_csv2("C:/IHEID/ARP/Survey analysis/ET_IA_2504.csv") %>%
```

```
  clean_names() %>%
```

```
  type_convert()
```

```
#Colors definitions
```

```
brand_red   <- "#E41B21"
```

```
brand_blue  <- "#234DAD"
```

```
brand_teal  <- "#185B71"
```

```
brand_orange <- "#E69138"
```

```
brand_green <- "#2D936C"
```

```
# Dynamic N calculation
```

```
total_n_ia <- nrow(df_et_ia)
```

```
#####Block1#####
```

```
#####Q6#####
```

```
q6_levels <- c("After the response",
```

```
              "During the response",
```

```
              "Before the response",
```

```
              "Not consulted")
```

```

plot_block_Q6 <- df_et_ia %>%
  separate_rows(q6_pr, sep = ",") %>%
  mutate(q6_pr = trimws(q6_pr)) %>%
  filter(!is.na(q6_pr), q6_pr != "") %>%
  mutate(q6_pr = factor(q6_pr, levels = q6_levels)) %>%
  count(q6_pr, .drop = FALSE) %>%
  mutate(pct = (n / total_n_ia) * 100) %>%
  ggplot(aes(x = q6_pr, y = n)) +
  geom_col(fill = brand_blue, width = 0.6) +
  geom_text(aes(label = paste0(n, " (", round(pct, 0), "%)")),
    hjust = -0.2, size = 3.5, color = "grey20", fontface = "bold") +
  coord_flip() +
  scale_y_continuous(limits = c(0, total_n_ia + 2), breaks = seq(0, total_n_ia, 2)) +
  labs(
    title = "Participation & Representation",
    subtitle = "Q6: In different phases of the humanitarian response, when are local
organizations consulted?",
    x = NULL,
    y = paste0("Number of International Actors (N=", total_n_ia, ")")
  ) +
  theme_minimal() +
  theme(
    plot.subtitle = element_text(size = 9, face = "italic", color = "grey30"),
    panel.grid.minor = element_blank()
  )

```

plot_block_Q6

#####Q9#####

```

q9_levels <- c("International Cluster Lead",
  "Local Authority",
  "Joint Agreement",
  "Local Actors")

```

```

plot_block_Q9 <- df_et_ia %>%
  separate_rows(q9_pr, sep = ",") %>%
  mutate(q9_pr = trimws(q9_pr)) %>%
  filter(!is.na(q9_pr), q9_pr != "") %>%
  mutate(q9_pr = factor(q9_pr, levels = q9_levels)) %>%
  count(q9_pr, .drop = FALSE) %>%
  mutate(pct = (n / total_n_ia) * 100) %>%
  ggplot(aes(x = q9_pr, y = n)) +
  geom_col(fill = brand_blue, width = 0.6) +
  geom_text(aes(label = paste0(n, " (", round(pct, 0), "%)")),
    hjust = -0.2, size = 3.5, color = "grey20", fontface = "bold") +
  coord_flip() +
  scale_y_continuous(limits = c(0, total_n_ia + 2), breaks = seq(0, total_n_ia, 2)) +
  labs(
    title = "Participation & Representation",
    subtitle = "Q9: In practice, who most often defines meeting times, locations, and formats
for site-level coordination?",
    x = NULL,
    y = paste0("Number of International Actors (N=", total_n_ia, ")")
  ) +
  theme_minimal() +
  theme(
    plot.subtitle = element_text(size = 9, face = "italic", color = "grey30"),
    panel.grid.minor = element_blank()
  )

```

plot_block_Q9

#####Q11####

```

q11_levels <- c("Technical barriers (site coordination, information management, IDP
community establishment)",
  "Institutional barriers (systems, HR, logistics, finance)",
  "Soft skills barriers (leadership, team building)")

```

```

plot_block_Q11 <- df_et_ia %>%
  separate_rows(q11_pr, sep = ",(?![^()]*\\))") %>%
  mutate(q11_pr = trimws(q11_pr)) %>%
  filter(!is.na(q11_pr), q11_pr != "") %>%
  mutate(q11_pr = factor(q11_pr, levels = q11_levels)) %>%
  count(q11_pr, .drop = FALSE) %>%
  mutate(pct = (n / total_n_ia) * 100) %>%
  ggplot(aes(x = str_wrap(as.character(q11_pr), width = 20), y = n)) +
  geom_col(fill = brand_blue, width = 0.6) +
  geom_text(aes(label = paste0(n, " (", round(pct, 0), "%)")),
    hjust = -0.2, size = 3.5, color = "grey20", fontface = "bold") +
  coord_flip() +
  scale_y_continuous(limits = c(0, total_n_ia + 2), breaks = seq(0, total_n_ia, 2)) +
  labs(
    title = "Participation & Representation",
    subtitle = str_wrap("Q11: Which factors most hinder participation of local actors in CCCM
coordination?", width = 80),
    x = "Hinderance Factors",
    y = paste0("Number of International Actors (N=", total_n_ia, ")")
  ) +
  theme_minimal() +
  theme(
    plot.subtitle = element_text(size = 9, face = "italic", color = "grey30"),
    panel.grid.minor = element_blank()
  )

```

```

plot_block_Q11

```

```

#####Block2#####

```

```

#####Q13 — LOLLIPOP (frequency)#####

```

```

q13_levels <- c("Never", "Rarely", "Sometimes", "Often", "Always")

```

```

plot_block_Q13 <- df_et_ia %>%
  filter(!is.na(q13)) %>%
  mutate(q13 = factor(q13, levels = q13_levels)) %>%
  count(q13, .drop = FALSE) %>%
  mutate(pct = (n / total_n_ia) * 100) %>%
  ggplot(aes(x = q13, y = n)) +
  geom_segment(aes(x = q13, xend = q13, y = 0, yend = n),
    color = brand_teal, linewidth = 0.8) +
  geom_point(color = brand_teal, size = 5) +
  geom_text(aes(label = paste0(n, " (", round(pct, 0), "%)")),
    vjust = -1, size = 3.5, color = "grey20", fontface = "bold") +
  scale_y_continuous(limits = c(0, total_n_ia + 2), breaks = seq(0, total_n_ia, 2)) +
  labs(
    title = "Leadership",
    subtitle = str_wrap("Q13: How frequently does your organization support or endorse a
local actor to serve in cluster governance roles?", width = 80),
    x = "Frequency",
    y = paste0("Count (N=", total_n_ia, ")")
  ) +
  theme_minimal() +
  theme(
    plot.subtitle = element_text(size = 9, face = "italic", color = "grey30"),
    panel.grid.minor = element_blank()
  )

```

plot_block_Q13

#####Q39#####

```

q39_levels <- c("Government",
  "International Actors",
  "Local NGOs",
  "Joint Authority")

```

```

plot_block_Q39 <- df_et_ia %>%

```

```

separate_rows(q39, sep = ",") %>%
mutate(q39 = trimws(q39)) %>%
filter(!is.na(q39), q39 != "") %>%
mutate(q39 = factor(q39, levels = q39_levels)) %>%
count(q39, .drop = FALSE) %>%
mutate(pct = (n / total_n_ia) * 100) %>%
ggplot(aes(x = str_wrap(as.character(q39), width = 15), y = n)) +
geom_col(fill = brand_teal, width = 0.6) +
geom_text(aes(label = paste0(n, " (", round(pct, 0), "%)")),
          hjust = -0.2, size = 3.5, color = "grey20", fontface = "bold") +
coord_flip() +
scale_y_continuous(limits = c(0, total_n_ia + 2), breaks = seq(0, total_n_ia, 2)) +
labs(
  title = "Leadership",
  subtitle = str_wrap("Q39: When urgent site-level issues arise, who has the capacity to act
immediately to resolve them?", width = 80),
  x = "Type of Actor",
  y = paste0("Number of International Actors (N=", total_n_ia, ")")
) +
theme_minimal() +
theme(
  plot.subtitle = element_text(size = 9, face = "italic", color = "grey30"),
  panel.grid.minor = element_blank()
)

plot_block_Q39

#####Q17#####
q17_levels <- c("Donor policy",
               "Risks concerns",
               "Compliance requirements",
               "None")

plot_block_Q17 <- df_et_ia %>%

```

```

separate_rows(q17, sep = ",") %>%
mutate(q17 = trimws(q17)) %>%
filter(!is.na(q17), q17 != "") %>%
mutate(q17 = factor(q17, levels = q17_levels)) %>%
count(q17, .drop = FALSE) %>%
mutate(pct = (n / total_n_ia) * 100) %>%
ggplot(aes(x = str_wrap(as.character(q17), width = 15), y = n)) +
geom_col(fill = brand_teal, width = 0.6) +
geom_text(aes(label = paste0(n, " (", round(pct, 0), "%)")),
          hjust = -0.2, size = 3.5, color = "grey20", fontface = "bold") +
coord_flip() +
scale_y_continuous(limits = c(0, total_n_ia + 2), breaks = seq(0, total_n_ia, 2)) +
labs(
  title = "Leadership",
  subtitle = str_wrap("Q17: What conditions most influence your decision to delegate
leadership roles to local partners?", width = 80),
  x = "Conditions",
  y = paste0("Number of International Actors (N=", total_n_ia, ")")
) +
theme_minimal() +
theme(
  plot.subtitle = element_text(size = 9, face = "italic", color = "grey30"),
  panel.grid.minor = element_blank()
)

```

plot_block_Q17

#####Block3#####

#####Q19#####

```

q19_levels <- c("Soft skills (leadership, team building)",
               "Technical (site coordination, information management, IDP community
establishment)",
               "Institutional (systems, HR, logistics, finance, fundraising)",

```

"None")

```
plot_block_Q19 <- df_et_ia %>%
  separate_rows(q19, sep = "(?<=\\)),") %>%
  mutate(q19 = trimws(q19)) %>%
  filter(!is.na(q19), q19 != "") %>%
  mutate(q19 = factor(q19, levels = q19_levels)) %>%
  count(q19, .drop = FALSE) %>%
  mutate(pct = (n / total_n_ia) * 100) %>%
  ggplot(aes(x = str_wrap(as.character(q19), width = 15), y = n)) +
  geom_col(fill = brand_red, width = 0.6) +
  geom_text(aes(label = paste0(n, " (", round(pct, 0), "%)")),
    hjust = -0.2, size = 3.5, color = "grey20", fontface = "bold") +
  coord_flip() +
  scale_y_continuous(limits = c(0, total_n_ia + 2), breaks = seq(0, total_n_ia, 2)) +
  labs(
    title = "Capacity Strengthening",
    subtitle = str_wrap("Q19: In the last 12 months, what form of capacity support did your
organization provide to local CCCM partners?", width = 80),
    x = "Form of Capacity Support",
    y = paste0("Number of International Actors (N=", total_n_ia, ")")
  ) +
  theme_minimal() +
  theme(
    plot.subtitle = element_text(size = 9, face = "italic", color = "grey30"),
    panel.grid.minor = element_blank()
  )
```

plot_block_Q19

#####Q18 — LOLLIPOP (Yes/No/Not sure ~ frequency-style)#####

q18_levels <- c("Yes", "No", "Not sure")

plot_block_Q18 <- df_et_ia %>%

```

filter(!is.na(q18)) %>%
mutate(q18 = factor(q18, levels = q18_levels)) %>%
count(q18, .drop = FALSE) %>%
mutate(pct = (n / total_n_ia) * 100) %>%
ggplot(aes(x = q18, y = n)) +
  geom_segment(aes(x = q18, xend = q18, y = 0, yend = n),
    color = brand_red, linewidth = 0.8) +
  geom_point(color = brand_red, size = 5) +
  geom_text(aes(label = paste0(n, " (", round(pct, 0), "%)")),
    vjust = -1, size = 3.5, color = "grey20", fontface = "bold") +
  scale_y_continuous(limits = c(0, total_n_ia + 2), breaks = seq(0, total_n_ia, 2)) +
  labs(
    title = "Capacity Strengthening",
    subtitle = str_wrap("Q18: Has your organization actively invited local actors to provide
training or share expertise on cultural and contextual understanding?", width = 80),
    x = "Invitation to Provide Training",
    y = paste0("Count (N=", total_n_ia, ")")
  ) +
  theme_minimal() +
  theme(
    plot.subtitle = element_text(size = 9, face = "italic", color = "grey30"),
    panel.grid.minor = element_blank()
  )
)

plot_block_Q18

#####Q40#####
q40_levels <- c("Technical CCCM skills",
  "Organizational capacity",
  "Access to funding and resources",
  "Leadership and coordination experience")

plot_block_Q40 <- df_et_ia %>%
  separate_rows(q40, sep = ",") %>%

```

```

mutate(q40 = trimws(q40)) %>%
filter(!is.na(q40), q40 != "") %>%
mutate(q40 = factor(q40, levels = q40_levels)) %>%
count(q40, .drop = FALSE) %>%
mutate(pct = (n / total_n_ia) * 100) %>%
ggplot(aes(x = str_wrap(as.character(q40), width = 15), y = n)) +
geom_col(fill = brand_red, width = 0.6) +
geom_text(aes(label = paste0(n, " (", round(pct, 0), "%)")),
          hjust = -0.2, size = 3.5, color = "grey20", fontface = "bold") +
coord_flip() +
scale_y_continuous(limits = c(0, total_n_ia + 2), breaks = seq(0, total_n_ia, 2)) +
labs(
  title = "Capacity Strengthening",
  subtitle = str_wrap("Q40: Which capacities do you believe local actors would benefit from
the most in CCCM site management and coordination?", width = 80),
  x = "Capacities",
  y = paste0("Number of International Actors (N=", total_n_ia, ")")
) +
theme_minimal() +
theme(
  plot.subtitle = element_text(size = 9, face = "italic", color = "grey30"),
  panel.grid.minor = element_blank()
)

```

plot_block_Q40

#####Block4#####

#####Q41#####

```

q41_levels <- c("Donor preferences",
  "Limited direct access for local actors to bilateral or pooled funding mechanisms",
  "Lack of capacity assessment frameworks for funding local entities",
  "Over-reliance on international NGOs as intermediaries",
  "Weak financial reporting systems and compliance capacity among local actors")

```

```

plot_block_Q41 <- df_et_ia %>%
  separate_rows(q41, sep = ",") %>%
  mutate(q41 = trimws(q41)) %>%
  filter(!is.na(q41), q41 != "") %>%
  mutate(q41 = factor(q41, levels = q41_levels)) %>%
  count(q41, .drop = FALSE) %>%
  mutate(pct = (n / total_n_ia) * 100) %>%
  ggplot(aes(x = str_wrap(as.character(q41), width = 20), y = n)) +
  geom_col(fill = brand_orange, width = 0.6) +
  geom_text(aes(label = paste0(n, " (", round(pct, 0), "%)")),
    hjust = -0.2, size = 3.5, color = "grey20", fontface = "bold") +
  coord_flip() +
  scale_y_continuous(limits = c(0, total_n_ia + 2), breaks = seq(0, total_n_ia, 2)) +
  labs(
    title = "Resourcing & Funding",
    subtitle = str_wrap("Q41: What do you identify as the main constraints in shifting toward
long-term funding for local site management actors?", width = 80),
    x = "Constraints",
    y = paste0("Number of International Actors (N=", total_n_ia, ")")
  ) +
  theme_minimal() +
  theme(
    plot.subtitle = element_text(size = 9, face = "italic", color = "grey30"),
    panel.grid.minor = element_blank(),
    axis.text.y = element_text(size = 7),
    plot.margin = margin(t = 10, r = 10, b = 10, l = 100)
  )

```

plot_block_Q41

#####Block5#####

#####Q31 — LOLLIPOP (frequency)#####

```

q31_levels <- c("Never", "Rarely", "Sometimes", "Often", "Always")

plot_block_Q31 <- df_et_ia %>%
  filter(!is.na(q31)) %>%
  mutate(q31 = factor(q31, levels = q31_levels)) %>%
  count(q31, .drop = FALSE) %>%
  mutate(pct = (n / total_n_ia) * 100) %>%
  ggplot(aes(x = q31, y = n)) +
  geom_segment(aes(x = q31, xend = q31, y = 0, yend = n),
    color = brand_green, linewidth = 0.8) +
  geom_point(color = brand_green, size = 5) +
  geom_text(aes(label = paste0(n, " (", round(pct, 0), "%)")),
    vjust = -1, size = 3.5, color = "grey20", fontface = "bold") +
  scale_y_continuous(limits = c(0, total_n_ia + 2), breaks = seq(0, total_n_ia, 2)) +
  labs(
    title = "Visibility & Partnerships",
    subtitle = str_wrap("Q31: To what extent does your organization partner with local actors
on joint needs assessments for long-term sustainability?", width = 80),
    x = "Frequency",
    y = paste0("Count (N=", total_n_ia, ")")
  ) +
  theme_minimal() +
  theme(
    plot.subtitle = element_text(size = 9, face = "italic", color = "grey30"),
    panel.grid.minor = element_blank()
  )

plot_block_Q31

```