COLUMBIA CLIMATE SCHOOL
NATIONAL CENTER FOR DISASTER PREPAREDNESS

FINDINGS FROM A FORMATIVE QUALITATIVE STUDY

Localization of Rural Child-Focused Disaster Response in the United States

December 2024

Recommended Citation

Sury, J., Heard, E., Branoff, S., Guerrero, R., Padilla-Chicas, E., & Hansen, S. (2024). Localization Of Child-Focused Rural Disaster Response In The United States: Findings from a formative qualitative study. National Center for Disaster Preparedness, Columbia Climate School, Columbia University. https://doi.org/10.7916/gz77-np96

Acknowledgments

This research was supported by a research grant from Save the Children USA. Special thanks to Anita Drever, Pamela Mendoza, and David Niersbach for their interest in this formative research and the applications for Save the Children's rural programs. We especially acknowledge the time and expertise of all the key informants who participated in this study and their commitment to the health and well-being of children in the rural United States.

Additionally, we would like to acknowledge the NCDP team members and graduate students who coded these interviews, among them Sarah Branoff, Ray Guerrero, Sean Hansen, and Emily Padilla-Chicas.

Project Lead: Jonathan Sury

Staff Researchers: Sean Hansen

Graduate Research Assistants: Emily Heard, Sarah Branoff, Ray Guerrero, and Emily Padilla-Chicas

Funding Acknowledgement: This research was supported by a grant from Save the Children.

Cover Image: A boy in water after rain flooded the road and his home.

COLUMBIA CLIMATE SCHOOL
NATIONAL CENTER FOR DISASTER PREPAREDNESS

475 Riverside Drive, Suite 820
New York, NY 10115-0095
ncdp@columbia.edu | https://ncdp.columbia.edu/

TABLE OF CONTENTS

TABLE OF FIGURES

Abstract

"I think that's one of the things that people may not realize: That we are strong people. We are resilient people." ~ R7

The notion of strong local community partnerships remains a critical opportunity and ideal standard of practice for response organization engagement after a disaster. Strong relationships built upon contextual understanding, acknowledgment of local capacity, funding priorities, and cultural sensitivity can greatly improve response and recovery outcomes by promoting a shared understanding and vision. Localization is one approach for response organizations working with communities to acknowledge and work toward accomplishing these goals. How localization as a concept is applied, or is relevant, in domestic disaster response work has yet to be explored in depth. Using a hybrid of several localization frameworks, the research team conducted 17 semi-structured in-depth interviews across six states with rural community actors who have had, currently have, or will have a funding partnership with Save the Children USA. These interviews aimed to better understand the needs and expectations of local community members who serve children and/or families in rural areas. This report concludes with key quotes from respondents, ideal interactions between response organizations and local community organizations, and guiding questions to be asked introspectively by the response organization. Overall, the application of an adjusted localization framework for domestic disaster response has great utility. Findings suggest the addition of a new localization dimension of "rural context" to include social-cultural factors, physical environment, historical and economic factors, and public health factors. This additional dimension will help promote contextually appropriate response decisions meant to support and bolster local capacity and capabilities.

Localization Background

Most often seen in the global health and development nexus, "localization" is often framed as a way of shifting away from top-down power dynamics that have previously created barriers for local organizations in accessing funding, coordination, partnerships, and other essential capacity functions (Robillard, Atim, & Maxwell, 2021). Large humanitarian actors are often based in the Global North; however, they drive funding and decisions for national and local actors in the Global South. This inherent distance of physical space and time from direct humanitarian action, in addition to the potential for the misunderstanding of cultural and local context, creates the scenario for unrealistic programmatic, reporting, and operational requirement by headquarters or response organizations.

The COVID-19 pandemic provided a natural experiment in which many response organizations were no longer able to travel to the "field" and were forced to relinquish some control and let national and local program teams take the lead in programmatic operations and decision-making. The pandemic, in addition to the Black Lives Matter movement, provided an opportunity for organizations to start, or perhaps revisit, an introspective interrogation of internal practices related to diversity, equity, inclusion, and anti-racism (DEIA). Throughout the pandemic, some power shifted to allow local actors to make decisions, manage funds, and deliver interventions more independently. These actors were often given the financial freedom to do so as global leadership teams were forced to relinquish some control due to travel restrictions and perhaps a desire to ensure that programming was locally relevant during the pandemic. However, today, as the pandemic designation of a public health emergency is no longer officially in effect, it is critically important to ensure those steps taken are not forgotten as operations resume what is not just "business as usual" but something that has internalized and systematized a paradigmatic shift to more locally led programs.

The collaboration of organizations across levels and cultural settings remains essential for efficient and beneficial community operations. As emphasized in the Save the Children Sweden co-authored report "Turning the Tables," international non-governmental organizations (NGOs) must address how (Save the Children Sweden & Saferworld, 2020) local partnerships are critical for responding to the sheer scale of crises at home and abroad. Save the Children, as an organization, is already utilizing localization frameworks "to shift power and embed localized approaches in our ways of working" (Save the Children, n.d.)

Creating or leveraging strong local community partnerships remains an ideal standard of practice for response organizations before, during, and after a disaster. As expressed in a report on the role of local nonprofits and religious organizations in Hurricane Katrina recovery, these local partner organizations are critical in presenting local expertise, adaptability, and relationship building with larger NGOs (Pipa, 2006). Strong relationships built upon contextual understanding, acknowledgment of local capacity, funding priorities, and cultural sensitivity can greatly improve response and recovery outcomes by promoting a shared understanding and vision. Localization is one approach for response organizations working with communities to acknowledge and work toward accomplishing this goal.

Due to the unique capacities and needs of local partner organizations active in domestic rural communities, a more in-depth analysis of their larger NGO response partner expectations can offer valuable insight into future response work. Save the Children is already implementing a collaborative community-based approach in rural communities. This collective impact work emphasizes community member leadership development, investments in local partnerships and learning programs, and enabling strong career pathways (Save the Children, 2019). In further alignment with the collective impact strategy, applications of a localization framework such as the one that Save the Children has already defined may be even more critical when responding to a crisis in communities where large response NGOs have not established cross-sectoral local partnerships (Save the Children, n.d.).

Using a formative qualitative research approach, this study aims to better understand the needs and expectations of local community partners who serve children and/or families in rural areas. Based on information provided by key Save the Children USA leadership, the primary focus will be on education, psychosocial support, and food security in disaster response and recovery phases; however, the findings of this report will be framed around a localization framework. Several localization frameworks reviewed for this report aimed to understand local community partner expectations during any phase of the disaster management life cycle (preparedness, response, and recovery). These programmatic areas will inform the development of a semi-structured interview guide, which will be utilized to conduct in-depth interviews with partner organization representatives. By identifying the needs of local community partners, this formative exploration can help Save the Children USA and other large response NGOs promote and better implement effective localized response efforts in rural communities.

Localization Contextualization: Disaster Response in the United States

The same dimension of localization frameworks used in international humanitarian and development settings could be made relevant in planning for locally led disaster response in the rural United States. In the emergency management world, there is a common saying that “all disasters are local,” a phrase forged by former FEMA deputy administrator Rich Serino (Pittman, 2011). During Hurricane Maria in Puerto Rico, and perhaps even more so throughout the COVID-19 pandemic, local community organizations, most often in the form of nascent mutual aid providers, filled a gap in services usually provided by federal and state response agencies. They helped to organize and facilitate the delivery of hyperlocal relief by knowing exactly who needed help and what they needed.

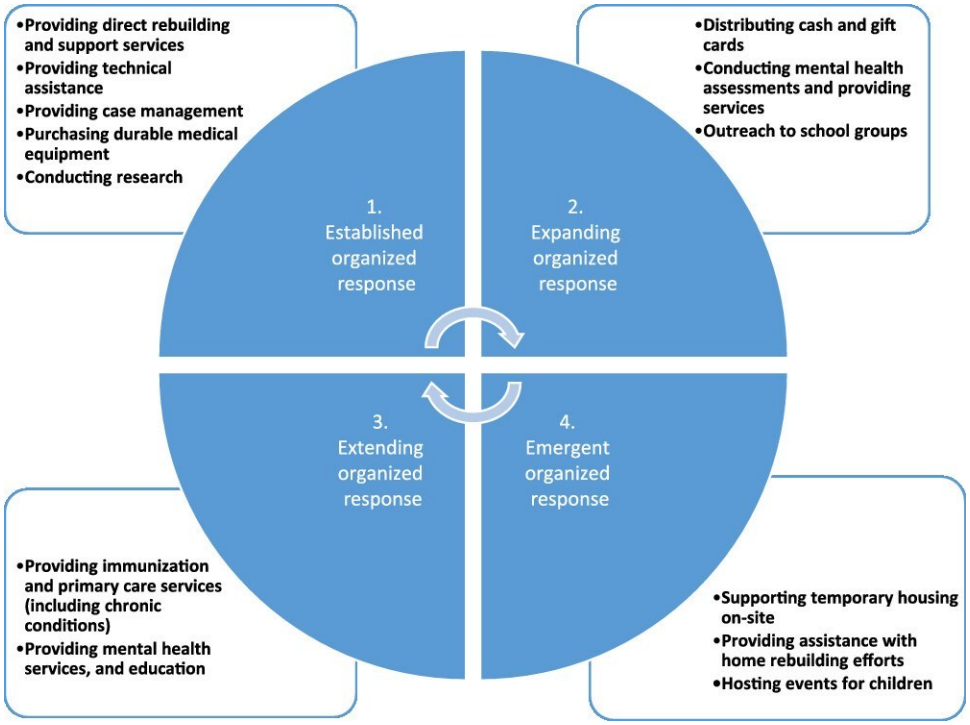
Due to the unique capacities and needs of partner organizations active in rural communities, a more in-depth analysis of these partnerships is warranted. Furthermore, applications of a localization framework may be even more critical when responding to a crisis in a community in which large NGOs have not previously had a strong presence.

Types of Organizations that Respond to Disasters

In the aftermath of Hurricane Harvey in 2017, most disaster philanthropy in the United States (US) focused on large response NGOs rather than a much larger group of emergent (and often local) organizations essential to the response and recovery of their communities (Schlegelmilch, Sury, Brooks, & Chandler, 2020). These local organizations either shifted or expanded their mission to meet hyperlocal needs or were truly emergent as new entities that spawned to address an unmet need. And, of course, many local organizations, both public and private, that already have an operational mission of disaster response have the potential for scaled operations with the correct funding and staffing support.

These types of organizations and their knowledge of the local organizational typologies cannot be overlooked by outside organizations that intend to provide services in these communities. If they are, the potential for inappropriate, inefficient, and ineffective response activities will overshadow any good intentions. Response organizations should touch base with existing coordinating agencies or long-term recovery groups to identify gaps that they can fill. Figure 1 provides a refreshed view by Schlegelmilch et al. of the foundational disaster response organization types first identified in the 1970s by leading disaster researchers (Dynes & Quarantelli, 1977). This organizational typology may prove useful when looking at a community's needs and who might be best to fill them quickly and efficiently. This framework can help response organizations entering these communities to identify types of partnerships worth pursuing, especially in ensuring coordinated and complementary work, which may become synergistic. From a philanthropic perspective, the appropriate type of support offered to these local actors, upon consultation with local stakeholders, may include cash, in-kind, material, or personnel contributions.

Figure 1: Types of Organizations in Disaster Response and Recovery



Schlegelmilch, J., Sury, J., Brooks, J., & Chandler, T. (2020). A Philanthropic Approach to Supporting Emergent Disaster Response and Recovery. Disaster Medicine and Public Health Preparedness. https://doi.org/10.1017/dmp.2019.97

Methods

Study Design and Data Collection

This formative qualitative study utilized semi-structured in-depth interviews. Interviews were conducted over Zoom by the NCDP research team. Data were coded inductively with a pre-defined codebook that was modified for some new codes as coding progressed. Save the Children USA provided a list of potential rural study participants within the focus areas of education, psychosocial support, and food security. The sample was drawn from a list of 79 potential study participants from six states who represented a variety of organizations that all operated in rural areas of the United States. All study procedures were approved by the Columbia University Institutional Review Board with protocol IRB-AAAU7711.

Two tranches of participant recruitment were conducted, drawn from a randomized list with a quota-based approach to ensure representation from the three topical areas of food security, psychosocial support, and education. Participants were notified through an initial introductory email from Save the Children USA of a study being conducted by Columbia Climate School's National Center for Disaster Preparedness (NCDP), after which they received an official study invitation from NCDP. All participants were emailed and/or contacted on Zoom no more than three times.

Interviews were completed between August 17, 2023, and October 11, 2023. The average interview length was 66 minutes, with a total of 18.8 hours of interviews. The states represented and the number of completed interviews are as follows: Arkansas (3), Kentucky (5), Mississippi (1), Tennessee (3), Washington State (3), and West Virginia (2).

The study considered dimensions of partner expectations around larger response organizations in terms of their role in thought leadership, relationship building, participation, partnerships, funding, capacity to respond, and policy. The study also inquired about how perceptions about rurality, and the assumptions "outsiders" may make of a rural community, can serve as pertinent information for disaster response organizations. Below are the key research questions and specific aims of this study.

Research Questions

1. What are the key steps recommended by partners that large disaster-response NGOs should be taking to promote a more localized response to disasters in the rural US?
2. How can the operations of large disaster-response NGOs' programs in the identified focus areas be equitably implemented within rural contexts?
3. What best practices should be utilized when working in a rural US disaster response to be inclusive of a community's unique composition and context?

Specific Aims

- Apply the Measuring Localization Framework and/or the Seven Dimensions of Localization framework to develop a qualitative analysis of large disaster-response non-governmental organizations' local rural partners' needs and expectations.
- Develop data collection materials by utilizing the foundational aspects revealed during the literature review to develop questions focused on the programmatic areas and integrate with the localization frameworks.
- Conduct in-depth interviews with representatives of local rural partner organizations using a semi-structured interview guide.
- Summarize findings into key recommendations to provide response organizations with guidance on how to more effectively work with local partners while being sensitive to power dynamics and appropriate distribution and allocation of resources.

Localization Framework Crosswalk

As no domestic localization framework had been created prior to this study, an examination of several existing frameworks was completed to identify common dimensions or domains across all frameworks, as seen in the crosswalk table below. These frameworks were selected during a literature review process on localized disaster response frameworks. The final column represents the eight dimensions explored in this study.

*Indicates the framework utilized by Save the Children

	START * (Smruti Patel, Koenraad Van Brabant, & Global Mentoring Initiative, 2017)	HAG Measuring Localization (Pacific Islands Association of Non-governmental Organizations (PIANGO) & Humanitarian Advisory Group, 2019)	Global Education Cluster (Translators without Borders & Global Education Cluster, 2021)	MEAL (Muhareb, Hanquart, Mukthar, & Pettersson, 2022)	NEAR (Network for Empowered Aid Response), 2019)	Global Localisation Framework (Schmalenbach et al., 2019)	NCDP Study Coding Domains
1	Funding	Funding	Funding	Funding	Funding	Financial Resources	**Funding**
2	Partnerships	Partnerships	Partnership	Partnership Quality	Partnerships	Partnerships	**Partnerships**
3	Capacity	Capacity	Institutional Capacity	Capacity	Capacity	Capacity	**Capacity**
4	Participation Revolution	Participation	Participation and Influence	Participation	Participation	N/A	**Participation**
5	Coordination Mechanisms	Coordination and Complementarity	N/A	Coordination	Coordination and Complementarity	Coordination	**Coordination and Complementarity**
6	Visibility	N/A	N/A	N/A	(see below)	N/A	**Visibility**
7	Policy Influence	Policy Influence & Advocacy	N/A	N/A	Policy, Influence, and Visibility	N/A	**Policy Influence and Advocacy**
8	N/A	Leadership	Governance and Leadership	N/A	N/A	N/A	**Leadership**
9	N/A	N/A	N/A	Perception of Local & National Actors	N/A	N/A	
10	N/A	N/A	N/A	Enabling Environment	N/A	N/A	

Dimensions and Localization

The localization dimensions were operationalized and coded as shown in the list below. Utilizing primarily the definitions and impact indicators provided by the Humanitarian Advisory Group, NCDP adapted the definitions for a domestic disaster response context. These were utilized in the qualitative codebook for identifying statements that best represented these respective codes when appropriate.

- **Partnerships**: There are equal and complementary partnerships between response and local actors as they work toward a common goal during response and recovery.
- **Funding**: Financial support services, both direct and indirect, address core functions and community needs at the local level before, during, and after a disaster.
- **Policy Influence and Advocacy**: A response organization's action reflects the priorities of affected communities and local partners. The structures or systems of governance and power that influence a rural child's well-being are recognized when formalizing relationships and funding streams.
- **Participation**: Local communities direct the process by driving priorities of preparedness, response, and recovery efforts by other response actors and partners in their community.
- **Leadership**: Local actors lead on issues related to community well-being and family.
- **Capacity**: A local organization's ability to deliver aligned services and outputs is guided by the organization's mission, goals, or leadership directives. Relevant support from response organizations is included.
- **Visibility**: Public-facing promotion, communication, or marketing is used to credit an organization's role in emergency response or community involvement and/or its value in partnership.
- **Coordination and Complementarity**: Commonly agreed approaches to "as local as possible and as international as necessary" are applied through harmonization of organizational efforts and supplementation of local needs. This enables a complementary response that articulates the specific strengths and weaknesses of different emergency response organizations.

Results and Recommendations

This next section is organized by localization dimension. Within these dimensions are **key quotes** from respondents, **ideal interactions** between response organizations and local community organizations, and **guiding questions** to be asked introspectively by the response organization.

Partnerships

Key Quote(s)

"I want to take advantage of partnerships. But a partnership for a partnership's sake is not interesting to me. I need something that's going to be powerful for kids and/or staff … *And I would really, really, really have to believe in the project or in the movement or the partnership before I would say yes. I would have to know that the benefits would outweigh, and I could trust this organization. I could trust them to do what they say they're going to do. They're—I don't want anybody, honestly, coming in here acting under the guise of support to take ownership of what is locally ours." - R13*

"You know, you don't want to make a donor call, a cold call to a donor, you know, in the middle of a disaster. We'll do it. You know, you do it all the time, but, you know, if we already have established relationships and if there's a partner that's interested in being in that type of relationship, I say we start now and figure out together, you know, how we—how that relationship would work." - *R4*

"For organizations, I think just, you know, um—always listening, being intentional. Those are easy words to say, but very hard to put into practice, to make sure that you're responding the way that the community needs you to. Um, but also, like, gently educating." - R1

"But I think that—I think that that's a critical component—is the feedback and not only us giving it to them, but them giving it to us. I mean, it's got to be the two-way street of this. Communication or there'll be gaps of understanding and students will pay the price. I mean, you know, we got to be tight with this. We're going to do it. We're going to do it right. That's the way I look at it. … I like partnerships. I just—I don't—nobody should be able to come in here and give us directives or boss us around, though, without us— Um, well, they shouldn't at all. It should be a partnership, not a dictatorship, I guess, is what I'm trying to say. But I'm very trusting until I have a reason not to be. That somebody who presents themselves that way would have noble intentions. So, you know, I'm in a small, poor school. You don't turn down help when you get—when you get the opportunity, often. You want to embrace that." - R13

"I think ideally we'd all have to be on the same page about the expectations of, you know, my team's participation, because we do have our day jobs. Um, and what types of support? There would be in terms of if we were going to be transporting things, you know, would adequate infrastructure be there so that when we took our trucks in, we'd be able to offload them someplace other than a grass field, you know? Um, making sure that once we got there, we could get the resources off the trucks and into, you know, the place that they're most needed. So really having a great communication plan, um, some guardrails, for lack of a better term, about who would be doing what. So that again, we're all on the same page about the requirements, if any, and making sure that I'm not overpromising and under-delivering to those expectations as well as, um, having, you know, the end goal that we're all on the same page about. What is the ball we're chasing and what is it that we want to accomplish?" - R9

"Just good communication, good communicators. As far as, 'What do you need?' 'What can we do?' What is the— I mean, is it humanitarianism type efforts? Is it food and clothing? Water, bottles of water? Is it more social, emotional with counseling? Is it— Or both? All of it? Is it, I mean, I think that that would be my greatest thing, is that if we had all these folks come in to help us—and I would so appreciate that and all that—I would want it to be student-focused, personnel… people-focused help. What do the people need? What are the most pressing needs and prioritize after that. Um. I just would want them to listen to us. As far as, 'Here's our situation. You may or may not know our area. Here's what we need. How can we work together?'" - R13

Ideal Interaction

- Local partners, regardless of sector or topical expertise, are approached in a response or recovery as local experts.
- While pre-existing mechanisms to build pre-disaster relationships are not always feasible, efforts can be made to ensure that "scouts" are well-versed in local context and culture prior to proposing a partnership.
- Local partners enter into a partnership without fear of penalization or long-term consequences of denying immediate engagement.

Guiding Question(s)

- Do conditions of the partnership align with the local organization's desires to support local children in their community?
- Does the response organization clearly communicate their capacity to assist, fund, and cover different services?

Funding

Key Quote(s)

"But I would just say, like any coordination we can have from larger agencies, um, of who to contact and how to contact them because a lot of time is spent, um, you know, just like the hub that we just opened trying to do deep dives, seeing a need and then trying to figure out how to fund it. Um, a lot of time is spent looking for those funding opportunities for rural communities. And so, like, I don't know how to improve the communication for that, but I do think that's probably somewhat of a need." - *R12*

"I don't know why they think we have the funds to do that, but, um—so yes, I would, I would like it. I would like a partnership to respect and understand *that it* takes human beings to provide
services to people. Now. And transportation, you know, putting money into mileage or transportation." - *R3*

"So, it's a 10-20-30, and they allocate those funds based on what they want to allocate funds to. So that's a decision that they make, and we're so grateful for that support, of course, because it's reliable. We don't have to wonder if it's going to come through or not. But we have to redo the process every year, and we're not guaranteed, you know, to have that next year." - *R16*

"Um, it's really, really challenging to hire somebody that is skilled and say, 'Yeah, you got a job for a year.' Um, most people are looking for a little bit more commitment than—than just a 12-month. You really limit the pool of people that you're bringing in. So I think one important thing with any type of partnership, obviously, you know, it's okay to have, um, you know, different levels and steps in those, those funding and those resources that we work with together." - *R4*

"A lot of the funding, we find that some rural communities think, is going to disrupt who they are as a community. And especially when COVID dollars came down the way they did, they just didn't know what to do with the dollars. And we're just like, 'Hey, we don't have a system set up for this. We are only used to X, Y, Z organization, and if X, Y, Z organization doesn't know what to do with it, we'll send it back." - R6

"So, what fascinated me about that gift was the level of trust that that entity had in our organization and the organizations across the board. They came through and said, 'We see that you're doing good work. We've done our due diligence to check that you're doing good work. So, we're going to give you this gift and we're going to trust that you're going to do good work with it.' So, it's really amazing that, you know, in that instance, an organization that we've never had a working experience with whatsoever, comes in and says, 'We trust that you're doing what's right for the community.' And the keyword is that trust. 'Here's the money. Do what you got to do.'" - *R4*

Ideal Interaction

- The response organization has a variety of funding mechanisms that can be tailored to the recipient's needs with minimal reporting requirements and fully trusts the local organization to utilize the aid in the best way they see possible.
- The response organization has carefully considered how grants, gifts, or other types of aid may affect staffing and administrative requirements and local topography (i.e., travel time and cost of gas, personnel, and equipment).

Guiding Question(s)

- Could the monetary or in-kind support offered in a response or recovery setting put a greater burden on the local organization than the gift is worth? If so, has a clear uncoerced understanding been made between the two entities?
- Has the offer for the receiving entity been delivered in such a way as to limit the potential for coercive actions due to power dynamics between the larger response organization and local organization?
- Has the giver considered the impact of the support on the receiving entity's administrative and labor costs?

Policy Influence and Advocacy

Key Quote(s)

"No, we are willing to inform and impact planning because the only really effective plan is a good plan. And we also want to ensure that people understand what we can do and what we can provide." - R9

"I just didn't have the bandwidth to commit to be at every meeting, and I think that if we were entering into hurricane season or something like that, I would definitely. But I'm not on a regular advisory committee or anything like that surrounding emergency preparedness." - R16

Ideal Interaction

- The response organization recognizes that local organizations may not participate in policy influence or advocacy for a variety of reasons that may include local power dynamics, local political structures, lack of staffing and time, perceived (ir)relevancy, or lack of contacts.
- The response organization offers connections to policy and advocacy resources through its own local, state, or federal contacts.

Guiding Question(s)

- In what ways can the response organization use their policy, advocacy, or even disaster response teams to improve, codify, or propose new policies or guidelines to help rural community organizations do what they do best?
- How can the response organization advocate with local, state, or federal officials for the needs of these local organizations?

Participation

Key Quote(s)

> "I sit on a lot of coalitions, committees, task forces, advisory boards as much as I can. I try to. I'll tell you, in [a] rural area where the same ten people sitting on everything, it's hard. And again, I just wish there was more communication, where the national and state offices reached way down to the functioning groups to invite us to the table. Because we speak up. We serve the people directly. We're meeting with the other partners so we know exactly what everyone's gaps are. That's local now. We all know each other, but we don't know all these groups that are supposed to be making a big difference and how they don't know about us." *—R3*

> "Well, I will tell you, it's really sad when we are making such an impact and reaching so many people. And I'll find out a couple years in that there's been a group in here in the county working on some major, um, uh, issues. And we never once were invited to the table. We didn't even know it was going on. And we've been fighting here—uh, personally been fighting here 27 years. Um, and I go to as many meetings, uh, interagency meetings as I possibly can if I know about it. And so, it's just shocking that some of the groups come in." *—R3*

> "Well, I like to think that that we're the piece that tries to connect the unexpected. So, we're the person that can bring, you know, health care and industry to the same table. So, when it comes to getting a lot of different sectors to rise up to support a problem like that, um, that's what I would say. We serve as the conveners. We're the knowers of who to call." *—R1*

Ideal Interaction

- The response organization has conducted a local community stakeholder mapping, even if this was completed rapidly during a disaster response.
- The response organization has recognized the powerful connections that may already exist within a community and has respected the local ownership of how best to serve the community.

Guiding Question(s)

- Has the response organization identified the community gatekeepers, local coalitions, and key stakeholders?
- Has the response organization done its due diligence to be inclusive in its fact-finding and identification of rural community partners to identify hyperlocal community needs?

Leadership

Key Quote(s)

"And so I feel like [Organization Name] has really positioned itself to be, like, the responding organization in a disaster if there were a disaster. We've built out the relationships with law enforcement, with schools, with, you know, some of the bigger players." *—R16*

"I think our school system was a leader in what happened as far as the response by setting up the shelter—the crisis shelter—and the distribution center. I also know that our school system worked very closely with the mayor of our city. And, and when I say school system, I'm saying our superintendent. He worked very closely with the mayor of our city and the county judge." *—R7*

"So, how do you marry those two things to say, yes, we are funded by [other organizations], but this is our work? This is the county's work. This is not, you know, some savior that's rode in to—to save the day. This is us saving our own day. So, we've had to be really consistent with the messaging and being really intentional with how we share that relationship with the community, that we're not doing work for them. We're doing it for us and they're just allowing us to drive the car." —R1

Ideal Interaction

- The response organization is familiar with, understands, and respects the implications of local government structures (home rule).
- The response organizations liaise with local emergency management agencies for their guidance on how to provide the best support to ongoing or necessary efforts.
- The response organization recognizes the power of some community actors and elevates it to work synergistically.

Guiding Question(s)

- Has the local organization identified local leaders from government and non-profit organizations as well as those who may be independent actors?
- Has the response organization received a blessing or go-ahead from these actors to work in and/or alongside these key entities?

Capacity

Key Quote(s)

"So, I'm always up for it. But there again, you can't get so many irons in the fire that you're doing a half—halfway job on all of them. Does that make sense? You've got too many agreements. Too many. You can almost get too much, to be honest, and the staff can't keep up. It's overwhelming. Um, it's just the processes are too much—too many at once." *—R13*

"Well, if they knew anything about what they were coming to, everyone knew that half-way people needed housing. Um, some of the services that were brought in were portable showers. A portable laundry. So, I feel like the people that came in understood what the needs were. Um, we had tons and tons of donations from lots of different organizations. And one of the things that stood out was, you know, beggars can't be choosers, so to speak. But, we were happy that people were thinking of us. We got a lot of clothes. And at that time, people didn't need clothes. They didn't have anywhere to put clothes. So, the amount of clothes we got, you know—some things were necessary, but the amount was just we had no place to even store them for, um, for distribution later. But we got tons of water. People understood that. Cleaning supplies. Um—toothbrushes, deodorant, you know, the kinds of hygiene items that were obviously needed.
And food." —R7

"It would be nice to really partner with somebody to say, 'This is what our community needs and if you're willing to fund it, that would be great. And then lift some of the reporting guidelines' because, um, you know, I think our staff spends over 50% of its time, um, reporting on these federal and state grants, and that leaves not as much time to focus on what we really should be doing." —R8

"That has also come with, again, all of these partnerships… who I just will go back to in terms of sustainability after a disaster, it'll have to come in the form of partnerships. Sure, I can hire people—if someone gives me money, I can hire people—and manage them. But again, after a month or two, or three, and like, where's the sustainability in keeping up with that caseload, workload, and staff load?"
—R16

Ideal Interaction

- The response organization should recognize both a local organization's desire to do whatever the community needs and the possibility that doing so may affect their ability to meet prior and emergent needs.
- The response organizations should recognize and be sensitive to the fact that a disaster affects the staff of local organizations in similar ways to the entire community. Special provisions should be made to ensure the mental health and well-being of local community organization staff.
- The response organization should recognize administrative, staff, reporting, and other associated costs.

Guiding Question(s)

- Has the response organization adequately discussed the implications of the receiving organization taking on additional work?
- Has the response organization confirmed with the local actors that the benefits outweigh any additional costs (monetary, staff time, etc.), and have they ascertained that any agreement is without duress, recognizing the power dynamic that may exist between these actors?

Visibility

Key Quote(s)

"When you do have a partner…, which is, you know, elevated on this bigger scale, you want to, you know, pay tribute to them because you are—I mean, they are, you know, the funding behind the work. But also, you know, we're trying to create a brand for ourselves. So, how do you marry those two things to say, yes, we are funded by [other organizations], but this is our work. This is the county's work. This is not, you know, some savior that's rode in to save the day. This is us saving our own day. So we've had to be really consistent with the messaging and being really intentional with how we share that relationship with the community, that we're not doing work for them. We're doing it for us and they're just allowing us to drive the car." —R1

"We've got a new counselor, and she's been doing a really good job of social media, trying to post the good things, and—and we probably need to do more of that. So, people just recognize and see all the great things that are happening rurally, so they don't just think we're synonymous with poverty and what we lack and what we don't have." —R3

Ideal Interaction

- The response organization works collaboratively with the local organization to develop communications materials that recognize both the funder and the recipients' implementation of the award.
- Communications should recognize the local organization's implementation ownership and that the implementation may be supported by the local organization's own operational budget and staffing outside of the award itself.
- When developing communications materials for work in rural communities, utilize a strengths and successes approach rather than a deficiencies-focused approach.

Guiding Question(s)

- Have communications materials been developed that respect local ownership, recognize both partners, and support local strengths, expertise, and successes?

Coordination and Complementarity

Key Quote(s)

"But, I would just say, like any coordination we can have from larger agencies, um, of who to contact and how to contact them because a lot of time is spent, um, you know, just like the hub that we just opened trying to do deep dives, seeing a need and then trying to figure out how to fund it. Um, a lot of time is spent looking for those funding opportunities for rural communities. And so, like, I don't know how to improve the communication for that, but I do think that's probably somewhat of a need." —R12

"So, at a certain point, post-disaster, there needs to be some kind of a pulse check with a community to—to say, you know, 'These are all the things that you've received. But what's missing? Where is there still a gap? Um, and how can we support you?" —R1

"We are increasing communication, but their solutions sometimes lead to waste. Um. So, you know, I would prefer that they work through me rather than just show up in the area unannounced and throw excess into the pond." —R2

"But when it comes to someone wanting to do something in the community that is not necessary or needed or it's off base, I think being as clear and transparent as possible is really what it comes down to, because we can't answer questions that no one's asking just because we think it's a good idea. And so, for lack of ability to say it any nicer, I just don't want chaotic programs and chaotic responses to problems. And if I have to say no, I just have to say no." —R16

Ideal Interaction

- The response organization listens to local actors about what is needed most.
- The response organization pays attention to limiting duplication of efforts.
- Proactive efforts are made to help connect key local stakeholders to sustainable funding throughout all phases of a disaster, recognizing that needs may change over time.
- The response organization trusts local knowledge and views local organizations not as subordinates but as local owners of decision-making.

Guiding Question(s)

- Has the response organization engaged in an active bi-directional conversation throughout the disaster lifecycle to match community needs?
- Has the response organization recognized a power differential between itself and local actors and aimed for equity in its actions and communications?

Rural Context–Specific

Key Quote(s)

Socio-cultural Factors

"Yeah, I would say, you know, like I mentioned, poverty being huge here. Um, there are a lot of families where unemployment, you know, maybe lack of education, drug abuse, is on the rise. I mean, I don't have the statistics for you. I just know that it seems like more and more, um, we either see some news stories or we see statistics put out by, you know, the sheriff's office or something that— I mean, we do have a drug epidemic here. But most of it, I would say, would be just a lack of resources. Or maybe the students don't have someone in their home who maybe values education. Maybe that person had a bad experience as a student. They are not trusting of the school sometimes. Maybe, you know, just a lack of financial support at home. That would be the biggest thing, I think, would just be the home environment, maybe, to a certain degree. Um, just— They love their kids, I'm not saying that—I mean, we have wonderful parents. It's just, I think, to a certain degree, the poverty comes into play, and the lack of education for a lot of parents. They're hard-working folks, but I don't know that they're always trusting of the school and the choices that we make, and it may be reflected in their experiences." —R13

"And I think that, um, folks from the outside, and this is in general about people in poverty, that there is just this thought that this is a choice, and people just are okay with being impoverished and not having enough. And I can't tell you how many people we talk to. That is not their dream. You know, they want to have enough to eat. And, you know, I see young people who want to thrive. They don't want to survive. But survival is almost a requirement because they don't have what they need. And I, you know, I think about this a lot. And I think that when people make these assumptions and dehumanize people with those assumptions, we're just really contributing to building really great animals because people stop operating in this part of the brain and they're right back in that base of, you know, again what it takes to survive. And you treat people less than human, then they start acting less than. And our work every day is to make people feel human. And, you know, never less than. If they come to us because they need food, that isn't a deficit. That is a service that we are glad to provide to help them through." —R9

"Some of the things that I heard just in casual conversations were that there were some cultural differences just in the way that people spoke. You know, in our culture, um, people are not very direct sometimes, and sometimes just a casual, direct conversation can be misunderstood as abrasive. And so just being—having cultural humility, you know, if you can have people that talk the same way and speak the same way, that may be good because those people may feel like they're being heard or listened to or understood. And there probably is some language barrier. Um, you know, depending on where you're coming from." —R7

"And, you know, there is then a further assumption that they don't value education and they don't—they're not effective problem solvers. And, you know, I see evidence that counters that every day, that people are navigating very complex systems with very limited resources, that even those of us with resources would be challenged. You know, they're riding multiple buses to get to [the Department of Health and Human Resources] office so that they can ensure that, you know, their review is done so they can get SNAP benefits. They're taking their children to the doctor for health—health care visits. They're doing what they need to ensure they have medical, you know, um, insurance. They do that with the stress of, you know, limited childcare options. They're riding the bus with two toddlers and they're going to a food pantry and getting back on the bus with two toddlers and food. I think that, you know, if we removed hunger and poverty as a thing, you've got people who really do great problem solving to navigate that, can you imagine what they would do? And what problems they could solve if they had the basic necessities? You know, I marvel at that." —R9

"I think our community is very appreciative in general, if they—like I said before—if they really think that, whoever, these folks are, are wanting to truly serve us in time of need. Now, if they see us as if— I think if they saw them as coming in and bossing us around, or are … You know, I don't know. I think it would be the approach of the organization as far as, 'Hey, we're here, you just tell us what we can do.' Or, 'Hey, I want you to do this, this, and this.' Um, being very directive to us versus listening to us. Um, our community is very accepting in general though. I mean, Southern hospitality is alive. I mean, if someone comes into our home or into our school district, we want to feed them. We want to make them feel welcome. We're very trusting, I would say, until we have a reason not to be. And then we're not. And we don't want to deal with folks that we don't think are carrying their end of any bargain: Academic, disaster-related, whatever else. I mean we want to be a partnership or we would have to move—say no thank you and move to the next organization that might—could do that." —R13

"I think they would kind of make those same assumptions, like, 'This area is just so poor. Is it worth the effort? Is it worth this?' You know what I mean? Um. Especially as an outsider, when you just don't know a lot of the people here, you know." —R10

"People just recognize and see all the great things that are happening rurally so they don't just think we're synonymous with poverty and what we lack and what we don't have. We also have a lot of awesome human beings here that have worth and talent and skills and Appalachian cultural knowledge. And I mean just there's so much here. We need to do more of that. But now, now for me, I have no problem if I'm in a big group and we're talking about the partnerships and the successes, I'm not looking to be the headliner. I just want to make sure my community is getting that recognition of what's happened. Yeah." —R3

Physical Environment

"Um, so when you look at a lot of rural communities, you misjudge, you know, what that transportation barrier really is because we don't have a lot of public transportation. Um, if it's a situation where, let's say, the roads are hazardous. Um, you know, it's a—it has to do with snow and ice or things like that. Um, those are tremendous barriers that we have to overcome. Um, so that's—that's probably the biggest thing I think with—with rural is how big that barrier is, um, for access, not just to food but all resources in general because they misjudge: 'Oh, that's just right there, it's not very far,' but the only way to get there is to drive 20 miles, you know, um, south and then go east and then go north. You can't just go from point A to point B. Um, and that's expensive. That eats up a lot of the funding just in transportation and getting resources where they need to go. Um the cost per mile increases." —R4

"And so, I think I think that's what often rural communities struggle with, is trying to make sure that we can get infrastructure in place to help struggling families when they need it, because there's not often things like that in place that just are second nature to large cities." —R9

"Um, transportation is a problem if you can't get to stores, if you can't get to the doctor, if you can't do these things, then that has negative impacts on your social determinants of health." —R8

"But sometimes what would be identified as a disaster or a crisis situation is something that folks in Appalachia deal with regularly. So, you know, when I moved back here and I'm from here, but when I moved back here, I was quickly reminded that there are people who still don't have beds to sleep in. And, you know, the very basics that a lot of us just think are requirements, um, people don't have." —R8

Historical and Economic Factors

"But keep in mind that this area, you know, we were a coal town and we don't have coal anymore. A lot of people have been unemployed for years. And that generational kind of thing of being unemployed and not having anything to do, has continued. Um, there's no big business here, or corporation, or company factory even, you know, for— There's not a workforce. So, you know, you do have a lot of people that are living off welfare and Medicaid and things like that, and— But that doesn't mean that they don't want better, and that they don't need help, and that they aren't worth saving." —R10

"But honestly, um, rural communities in the South don't get a great deal of attention. There's a lot of, um, a lot of missing pieces when it comes to NGO support, non-profit support, things like that. And so, it's really why we exist, because we are doing our best to bring access to services that don't exist…. the government funding… there's so much red tape around it, and it's so competitive and political that in the efforts I have made to access some government funding that would help to stabilize our programs with more longevity, I haven't even been able to access it." —R16

Public Health Factors

"[T]here's another huge—I'll call it the elephant in the room—and that's the problem that we have in this area. And I don't think we're different than a lot of counties, but there's such a huge problem with drug addiction, that these children are the victims of dealing with absentee parents and how we can help with that, I don't know exactly. But, you know, so if you've got a child who has parents who are … not there. And then you're dealing with the flooding issues on top of that. Um, it's a lot for kids." —R7

"And so, it was a really—that was a big challenge because our community really was looking to coming here for a lot of those services: dental, medical, you know, lab work. They could even do minor surgeries and they were going to do that out of the school here. Um, yeah, you know and so we had to—that had to be cancelled because they just didn't have enough people to provide that service." —R17

"Um, we do have a large number of, you know, large number of our kids that are removed from homes are due to substance abuse. So, um, you know, that is a big issue here in this area and in this entire region, not just this county, this entire region." —R11

Ideal Interaction

- The response organization listens to local actors about potential stigma or cultural values that may affect acceptance of funding, programming, or participation.
- The response organization moves past the monolith of being "rural" to appreciate and leverage the diversity of experience of rural communities. It seeks out local expertise and skills in the community. The organization envisions contextually appropriate rural programs.
- Personnel take a reflective lens on their own assumptions about the cultural values of the community they are entering. Workers are open to expanding their understanding of what it means to be rural in America and how that might vary from one locality to the next.
- Personnel adapt their language and tone to fit the cultural context in which they are operating.
- Personnel acknowledge the power and financial influence of large response organizations in small rural communities. Workers understand the potential cultural reluctance to accept financial aid due to historical mistreatment or government mistrust or the converse, where anything is accepted, even though it may not be appropriate.
- The response organization engages with local community partners to discuss unique challenges of transportation. Transportation affects distribution of resources in a response setting, which can indicate a need for centralized distribution or last-mile delivery.
- Those engaging with rural communities move beyond the reductive view that rural is synonymous with poverty. Response organizations help to leverage and bolster the unique capacities and strengths of their partners.

Guiding Question(s)

- Has the response organization ensured that personnel deployed to a community are committed to practicing reflexivity and acknowledging the diversity of rural experiences?
- Is the response organization building partnerships and programs that leverage local expertise and skills?
- Has the response organization engaged in the best methods of distribution of resources under constraints of local geography and topography?
- Has the response organization conducted a needs assessment on the community's current resources and anticipated needs?
- Has the response organization spoken with local community members about the history of the community and the potential impacts of perceived acceptability of planning, programming, or response efforts?
- Has the response organization considered the following categories of context?
    - Socio-cultural Factors
        - Cultural values and norms
        - Openness to outsiders and assistance
        - Social vulnerability and social capital
    - Physical Environment
        - Transportation:
            - Receipt and delivery of foods, goods, and services
            - Consideration of topography and road networks for accessibility
    - Historical and Economic Factors
        - Prior disaster experience
        - Current and historic economic drivers and industries
        - Funding landscape for local partner organizations
    - Public Health Factors
        - Elevated chronic disease burden
        - Health literacy
        - At-risk populations (unhoused, injection drug users, opioid users, elderly and or physically isolated, those with access and functional needs, children in kinship care)

Practice Implications and Conclusions

This research provides insight into dimensions of localization in rural America while acting as an example of the relevance of localization for equitable disaster planning and response. The goal of the application of a localization framework to domestic disaster response is not to make large-disaster response NGOs irrelevant or assume that all response is malevolent, but rather to, in the words of Save the Children, become a "shift power enabler" to make a greater collective impact. Localization in a domestic response application can aid in framing ways to interact with local communities more equitably when they need it most. By fostering connection through local priorities, organizations can enable rapport and increased effectiveness in local rural disaster programming. The guiding questions posed within each dimension of localization serve as reflection points leading to operational decisions that may counter typical disaster response decisions that may be engrained in the DNA of a response organization. Perhaps this means stepping away from a disaster response if local capacity is appropriate or the timing of an intervention is not welcomed due to an overwhelming response.

Across all dimensions, a key theme emerged from this study that has the ability to taint or legitimize the relationship between response organizations and local actor: the role of communication. Local actors serve as gatekeepers to critical information, personnel, and organizations serving their communities from day to day. Communication is necessary with these actors in the form of regular and familiar points of contact, being a good listener, acting on what is heard, or amplifying the voices of local community organizations. A relationship of respect and equity can be created using consistent points of contact, established and maintained relationships with organizational representatives, bi-directional communications, and opportunities for non-punitive feedback to response actors and funders. These actions also reduce duplicative response actions and can provide responsive hyperlocal support. In support of the value of good communication, the relevance of localization for a domestic rural context cannot be overstated.

As disasters culminate in complex and often misunderstood needs in rural communities, integration of context-specific dimensions of localization can ensure a more equitable response and recovery. As demonstrated in the "Rural Context–Specific" section above, a multitude of quotes do not fall into other dimensions of localizations but have direct impacts on organizational capacity and engagement in rural communities. Therefore, in addition to the baseline dimensions of localization study, it is proposed that an eighth dimension of "rural context" be added as a new and critically important dimension of localization in a domestic disaster response setting. While the baseline Dimensions of Localization help to inform actionable considerations and guiding questions, these frameworks continue to miss the unique contextualization of a local community. In this research, the rural context–specific work is the most illustrious of considerations for response organizations partnering with local communities. The history, culture, and prior disaster experience of a community informs more than planning and response efforts but helps to ensure a humanizing and culturally competent approach when working with residents facing some of their darkest days.

Another key theme that emerged throughout this study is that many presuppositions of rural being synonymous with deficient should be supplanted with a strength-based lens. While sources such as the Centers for Disease Control's Social Vulnerability Index (ATSDR, 2022) provide a reductionist approach to assessing population vulnerability, true local data accessed in real-time by building relationships with local guides cannot be substituted for a hyperlocal context that is not purely demographic, but value-based. Although vulnerability assessments are focused on disparities, another critical viewpoint should also be considered when evaluating rural context. From a strength-based perspective, factors such as social capital as measured by the Social Capital Index, which have been

highly associated with post-disaster recovery outcomes (Aldrich & Meyer, 2015), should be considered when gathering community context. Similarly, disaster resilience indicators such as Building Resilient Infrastructure and Communities have shown higher resilience in some rural areas as compared to cities (Cutter, Ash, & Emrich, 2016). Outside actors should leverage and bolster community strengths and question their own biases and assumptions about rural communities' capabilities and values.

Finally, implicit with any localization framework is the equalization of power. In line with the goals of localization, confronting existing power structures can help improve relationships between funders and recipients. It is important to consider who holds the power and what this power is. For example, a funder can hold power through the ability to withhold or provide monetary or in-kind support. Meanwhile, local actors may also hold power in the form of access to their community, staff, expertise, and knowledge of local culture. The point is that aspects of power should be considered on either side of the donor/recipient and provider/receiver relationship to ensure that both parties are respected and that the community ultimately receives value from this exchange. By strengthening partnerships through communication and local contextual engagement and recognizing the strengths of local partners, large disaster-response organizations can take a culturally competent, localized approach to collaboration and collective impact in rural communities.

Appendix A: Semi-Structured Interview Guide

Background

1. Describe the work, if any, that your organization carries out in each of these three areas: Education, Psychosocial Support, and/or Food Security.
    a. Are you familiar with the term localization? If yes, what does it mean to you, and in what context have you heard it used?
    b. If no, what are your thoughts about community-led disaster response and recovery?
2. In your direct or anecdotal experience, what have you noticed about the way in which large NGOs interact with your community? Have they generally been positive and productive? Or have they been challenging? If so, how?
3. Describe an ideal partnership for disaster response and recovery with a large NGO. How does communication occur? What aspects of funding and reporting are reasonable? How is power appropriately distributed?
4. Describe any programming that has either been supported by a large disaster-response NGO or would be supported during a disaster response or recovery in the following programmatic areas: **education, psychosocial support, and food security.**

Partnerships

5. Do you have any formal or informal partnership agreements with large disaster-response NGOs outside of formal emergency management agencies? (Prompt if no immediate response: “such as Save the Children, the Red Cross, etc.”)
    a. If yes, please briefly describe these partnerships. With whom do you partner? How effectively do those partnerships operate?
        i. How is this partnership documented? (MOU, etc.)
        ii. How does your organization and these partners send and receive information?
        iii. Please describe the communication you have with these partners. Are there face-to-face meetings? Do they happen regularly? Who initiates them and when?
        iv. How would you characterize the power relationship between your organization and that of the larger response organization?
6. Have you ever been asked to assess a large NGO partner after a disaster response in your community (e.g., taken a survey or other formal response questionnaire around an NGO's strengths, weaknesses, or general feedback)? If so, was this organization responsive to your feedback? Please describe that experience.

Funding

7. What do these partnerships fund, if anything? Support may include grants, project-related support through gifts-in-kind or soft money, training of staff (i.e., capacity), operational costs, overhead costs, etc.
    a. If you received funding of any sort from a large NGO, do you feel it helped you accomplish your goals? Were the reporting and other terms and conditions worth it?

Policy and Advocacy

8. How much is your organization involved in influencing/feeding ideas into the development of policies and planning processes in your community to improve disaster preparedness, response, and recovery, or pre-disaster conditions (housing, economy, health disparities, etc.)?

Participation

9. What assumptions, if any, do partner organizations make about your community and their needs? What are the underlying assumptions people make about rural communities? Is the organization responsive to the unique needs of people in your community based on your input? Can you provide an example?

Leadership

10. Who in your community takes the lead on decision-making in a disaster? Who else is involved in this process?
11. What role do large disaster response NGOs have in a disaster response in your community? What role do you think that they should have?

Capacity

12. How has your organization's ability to do its job shifted due to priorities of the other partner organization (i.e., large response NGO)? Do conditions of the partnership affect your ability to carry out your primary responsibilities during a disaster response?
13. How might your organization weigh the pros and cons of accepting support from a large NGO? Is it possible to feel pressured to partner with them when you may not have the capacity to do so while simultaneously meeting the needs of your community?

Visibility

14. Describe how your organization has been portrayed within partner public documentation, if at all.

Coordination and Complementarity

15. When considering the partnerships discussed earlier, how are your organization's ideas and views taken into account during funding or decision-making processes? (Are your projects co-designed, implemented, and evaluated with your partners? How does this work? Can you provide an example?)
16. How have or should large NGOs coordinate with local response actors, including local government, VOAD/COAD, and local CBOs, for contextually appropriate response or recovery support?

Bibliography

The content of this document, including all data and hyperlinks, is current as of December 2025. Hyperlinks will not be maintained after the publication date, but are available in full length for the reader's reference.

Aldrich, D. P., & Meyer, M. A. (2015). Social Capital and Community Resilience. *American Behavioral Scientist*, *59*(2), 254–269. https://doi.org/10.1177/0002764214550299

ATSDR, CDC and. (2022). CDC Social Vulnerability Index (CDC SVI): A tool to identify socially vulnerable communities. 2022 (April 18).

Cutter, S. L., Ash, K. D., & Emrich, C. T. (2016). Urban–Rural Differences in Disaster Resilience. *Annals of the American Association of Geographers*, *106*(6), 1236–1252. https://doi.org/10.1080/24694452.2016.1194740

Dynes, R. R., & Quarantelli, E. L. (1977). *(1977). Different Types Of Organizations In Disaster Responses And Their Operational Problems.* Retrieved from http://udspace.udel.edu/handle/19716/414

Muhareb, S., Hanquart, B., Mukthar, A., & Pettersson, M. S. (2022). *MEAL Framework for Localisation of Humanitarian Action in Jordan.pdf*. Retrieved from https://interagencystandingcommittee.org/sites/default/files/migrated/2022-02/MEAL%20Framework%20for%20Localisation%20of%20Humanitarian%20Action%20in%20Jordan.pdf

Network for Empowered Aid Response (NEAR). (2019). *NEAR Localisation Performance Measurement Framework*. Retrieved from https://www.near.ngo/lpmf

Pacific Islands Association of Non-governmental organizations (PIANGO), & Humanitarian Advisory Group. (2019). *Measuring Localisation: Framework and Tools*. Retrieved from https://humanitarianadvisorygroup.org/insight/measuring-localisation-framework-and-tools/

Pipa, T. (2006). Weathering the Storm: The Role of Local Nonprofits in the Hurricane Katrina Relief Effort. The Aspen Institute.

Pittman, E. (2011). Remember: All Disasters Are Local, Says FEMA Deputy Administrator. Retrieved December 30, 2023, from Govtech website: https://www.govtech.com/em/disaster/remember-all-disasters-are-local-says-fema-deputy-administrator.html

Robillard, S., Atim, T., & Maxwell, D. (2021). *Localization: A "Landscape" Report*. Boston, MA: Tufts University. Retrieved from Tufts University website: https://fic.tufts.edu/publication-item/localization-a-landscape-report/

Save the Children. (2019). National Partnership Tackles Disparities in Rural America | Save the Children [Press Release]. Retrieved December 28, 2023, from https://www.savethechildren.org/us/about-us/media-and-news/2019-press-releases/rural-america-national-partnership

Save the Children. (n.d.). Localization | Save the Children. Retrieved December 28, 2023, from https://www.savethechildren.org/us/what-we-do/localization

Save the Children Sweden, & Saferworld. (2020). Turning the Tables: Insights from locally-led humanitarian partnerships in conflict-affected situations | Save the Children's Resource Centre. Retrieved from https://resourcecentre.savethechildren.net/pdf/turning_the_tables_report_may_2020.pdf/

Schlegelmilch, J., Sury, J., Brooks, J., & Chandler, T. (2020). A Philanthropic Approach to Supporting Emergent Disaster Response and Recovery. *Disaster Medicine and Public Health Preparedness*. https://doi.org/10.1017/dmp.2019.97

Schmalenbach, C., Christian Aid, CARE, Tearfund, ActionAid, CAFOD, & Oxfam. (2019). Pathways to Localisation: A framework towards locally led humanitarian response in partnership-based action | Save the Children's Resource Centre. Retrieved from https://resourcecentre.savethechildren.net/document/pathways-to-localisation-a-framework-towards-locally-led-humanitarian-response-in-partnership-based-action/

Smruti Patel, Koenraad Van Brabant, & Global Mentoring Initiative. (2017). *The Start Fund, Start Network and Localisation: current situation and future directions*. Retrieved from https://start-network.app.box.com/s/3hs09ryakami7n8hjliaruaaw9ycir4r

Translators without Borders, & Global Education Cluster. (2021). *Humanitarian Coordination and the Cluster Approach: a quick guide for local and national organizations*. Retrieved from https://educationcluster.app.box.com/s/3xt0yu68yiryg2k2b2k6t0up6xyipr01/file/770588630800

COLUMBIA CLIMATE SCHOOL
NATIONAL CENTER FOR DISASTER PREPAREDNESS

475 Riverside Drive, Suite 820
New York, NY 10115-0095
ncdp@columbia.edu | https://ncdp.columbia.edu