Palacký University Olomouc

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MASTER THESIS

The Role of Not for Profit Organisations in Disaster Preparedness, Management and Resilience in the Countries of Operation.

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GLODEP 2019

Acknowledgement

Declaration of Authorship

I, **Kirungi Raymond** declare in lieu of oath that this is my GLODEP Master's thesis written by myself and has not been submitted in part or full for the award of a degree at any other university. The sources used for information have been referenced.

Signed: **Date:**

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UNIVERZITA PALACKÉHO V OLOMOUCI
Přírodovědecká fakulta

Akademický rok: 2018/2019

ZADÁNÍ DIPLOMOVÉ PRÁCE
(projektu, uměleckého díla, uměleckého výkonu)

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Zadávající katedra:	**Katedra rozvojových a environmentálních studií**

Zásady pro vypracování

Justification i)Literature shows gaps in disaster preparedness, management and resilience plus related concepts such as mitigation in terms of policy, organisational human resources, community capacity from humanitarian and development practitioners. ii)Most of the available literature is based on topical issues and programmes. Aim This research intends to understand the relationship between the Not for Profit organisation and community of operation. Methods i)I intend to use qualitative method of research. The sources of the data I expect to use are mainly but not limited to secondary sources, direct observation etc. ii)Narrativistic or framework analysis.

Rozsah pracovní zprávy:	**15000 slov**
Rozsah grafických prací:	**Podle potřeb zadání**
Forma zpracování diplomové práce:	**tištěná/elektronická**

Seznam doporučené literatury:

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Vedoucí diplomové práce:	**Ing. Mgr. Jan Říkovský** Akademik sport centrum
Datum zadání diplomové práce:	**31. ledna 2019**
Termín odevzdání diplomové práce:	**31. května 2019**

V Olomouci dne 31. ledna 2019

L.S.

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děkan	vedoucí katedry

Abstract

Not for Profit Organisations have over the years increasingly been seen as a player in disaster preparedness and management with a contribution to the resilience achieved by the communities they operate in vulnerable to disasters. The contribution made is yet to be quantified and the role played yet to be understood and defined in context and scope. This thesis employs a qualitative methodology with a corroboration of 3 methods that complement each other and have been instrumental in identifying the networks vital to the roles of the NPOs and how they facilitate their roles. This study is significant in highlighting the growing relationship between the NPOs, governments and communities in the latter's pursuit of resilience.

Keywords

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List of Abbreviations

NPO	-	Not for Profit Organisation
NGO	-	Non Governmental Organisation
INPO	-	International Non Profit Organisation
INGO	-	International Non Governmental Organisation
UN	-	United Nations
PIN	-	People in Need
EU	-	European Union
DIPECHO Aid	-	Disaster Preparedness Programme European Commission Humanitarian Aid
SDG	-	Sustainable Development Goal(s)
UNISDR	-	United Nations International Strategy for Disaster Reduction
UNFCC	-	United Nations Framework Convention on Climate Change
GHG	-	Green House Gases
MOU	-	Memorandum of Understanding
DFID	-	Department for International Development

1.0 Chapter One: Introduction

1.1 Introduction and Background

Not for Profit Organisations have justifiably earned their place when it comes to enabling governments and the UN meet their targets set out in the National Plans, SDGs, Sendai framework towards improving the resilience of individuals and countries to disasters. Disasters are adequately catered for by the SDGs with 10/17 of the goals related to the subject matter; Goal number one on poverty which is a direct challenge to resilience as it fosters the element of vulnerability undermines capacity at different levels. The same can be said in goal number two which is vital to food security and concepts of disaster-proofing or climate-smart agriculture that are vital to disaster preparedness and management which the literature likes to call "disaster risk reduction" or "disaster risk management" (Bahadur *et al.*, 2015; UNISDR, 2015b; Preventionweb, 2019b).

Sustainable Development Goal number three tackles disasters such as epidemics and pandemics that affect capacities, systems, and structures of individuals causing loss of lives. The trend goes on to goal number seventeen that encourages partnerships, that formulates the gist of this research since it provides a basis and the required relevance for the researcher to look into the topic of NPOs in disaster (Preventionweb, 2019b). The Importance of this topic is, therefore, a contributing factor to the prominence that has been held by NPOs as they pursue their work on the different fronts of disaster preparedness and management.

The importance of this topic comes at a time when there is an increase in the number of NPOs in many countries as seen in the literature with some notable countries such as Bangladesh and Philippines (Luna, 2001; Matin and Taher, 2001). The literature from these countries is predominant due to the massive occurrence of disasters in their locality plus the involvement of PIN in the same countries. The congestion of NPOs in this area just like in other disaster-prone areas such as in Africa make the topic a timely necessity as to continue trying to appraise the activities and contributions of NPOs in this area as there is already limited information.

The topic under study focuses on disasters both man-made and natural without distinction as to the type or drivers. However, the relationship between the key variables, namely NPOs, Government, and community, may vary in terms of depth as per the sources. As regards the latter, plenty of information though skewed to community-based disaster reduction is available shaping this perspective on community, while the same cannot be said of the government, however, both of which will be found to play a crucial role in the narrative as the text progresses.

The role of NPOs in resilience being critical to international, regional, national and local objectives is expounded on in this research as it argues that the lack of attention on disasters has led many governments to recede in terms of their development gains (Bahadur *et al.*, 2015; UNISDR, 2015a). The role of NPOs in disaster preparedness, management and resilience is therefore provided more in detail in this research as to what they do in the seemingly abstract concept of disasters, including the appraisal and the observed relationship between critical stakeholders towards resilience.

1.2 Problem Statement

The increase in the occurrence of disasters over the last couple of years as shown by various literature, whether manmade disasters such as accidents, epidemics, fires or natural hazards such as floods, drought, hailstorms, landslides have caused widespread losses and damage to lives, livelihoods, and infrastructure. These losses would have been justifiable if it was not for the extensive resources and international/ national budgets. These budgets have been expended to stem the losses and damages that are suffered by communities, by some or several NPO projects or programs. The huge budgets and losses coincide with a period of a steady increase in the number of Not for Profit Organisations along with other actors in civil society. The role of this new group of players now a traditional partner in many respects for many years requires scrutiny to determine their role in achieving resilience since many of them have taken to disaster preparedness and management in the more recent past, which traditionally was the responsibility of governments. How this relationship evolves and what exactly it constitutes in the roles played deserves to be researched for action as regards future policies in this field.

1.3 Justification of the Study

This research is justified for the following reasons below;

i. Literature shows gaps in disaster preparedness, management, and resilience in terms of the interventions from humanitarian and development practitioners.

ii. The available literature bases on topical issues and programmes that are generalised requires more research.

iii. The limited literature publicising the work of NPOs in resilience is limited and can potentially aid further research on the concept of resilience.

iv. The possibility of partnerships in disaster preparedness, management and resilience needs to be researched upon and detailed.

1.4 Research Aims of the Study

The researcher's objectives for this study are;

- ❖ Trace the efforts made by Not for Profit Organisations in the literature on disasters.
- ❖ Determine if there is support received by Not for Profit Organisations from governments.
- ❖ Determine the critical networks used by Not for Profit Organisations.
- ❖ Find the challenges faced by Not for Profit Organisations in pursuit of disaster preparedness and management.
- ❖ Detail some of the interventions made by Not for Profit Organisations to assist government and communities to build capacity and resilience to disaster.

1.5 Research Methodology

The study to be conducted shall employ a qualitative method of research employing a qualitative case study of the Not for Profit Organisation; People in Need with a thematic and narrativistic style of analysis.

The data to be used shall primarily consist of secondary desktop study and literature review making use of formal and informal sources focussing on published work, archival data, journals, reports or working papers and articles.

The data collected from the review shall be managed and analysed with the aid of a software atlas ti. The compilation, multiple reading, and synthesis of data, reduction, and coding shall be done with the mentioned software before it is exported to Microsoft word for final analysis and writing of the research report while observing the relevant ethics.

The qualitative data methodology shall triangulate three methods, namely; narrativistic, thematic, and the case study in the course of the research. The three methods selected by the researcher are expected to complement each other due to their strengths and simplicity, allowing for the identification of patterns within the data/text. The patterns in the data shall attain codes in atlas ti providing themes.

1.6 Research Limitations

The research limitation of this study is that it has a limited time frame in which to be conducted and does not allow for further exploration into the networks of NPOs plus the synthesis of the roles in depth.

There is a limitation due to the use of only secondary data and the inability to conduct fieldwork and primary research due to financial constraints.

One limitation that may arise in the research is possible bias, especially as regards the case study since the data used was taken mainly from the website of PIN. The amount of information accessed is not in the control of the researcher as he shall be unable to make follow up on the claims in the literature, as stated earlier due to the resources required in visiting the communities that were a part of the documentation.

1.7 Chapter Summary

Chapter one has the background and introduction to the study, problem statement, justification aims of the study that give a perspective of the study. The methodology and limitations shall introduce the methods used throughout the research. Chapter two shall review the literature available with a focus on the Not for Profit Organisations involved in disaster preparedness, management, and resilience to what has been the norm and what is available in the literature. Chapter 3 shall state the methods that have been used to conduct the study, and how they combine, the three methods of qualitative research in this chapter. Chapter four and five shall focus on the findings from the case study more especially, discussed for context before some recommendations, and the conclusion in the final chapter.

2.0 Chapter Two: Literature Review

2.1 Background to the NPOs

Just as said by Mojtahedi and Oo, (2017) selection of a topic in disaster management is crucial to the structure of the literature review and therefore with this in mind the structure of the literature review is reflective of the key ingredients of the thesis topic.

According to Matin and Taher, (2001) during the 1970s, all NPOs were looked at as relief organisations, and yet in the 1980s, many of the organisations made attempts to avoid relief activities. Disaster management activities were deemed to cause disruptions to their projects while also causing the project beneficiaries to fall back into the dependency trap as regards relief. However, since the early 1990s, there developed a combination of 'disaster' and 'development' activities, which were a preference of many NGOs. According to Luna (2001), the history behind relief and development activities of NPOs can be traced back to colonial times, a period when religious groups pushed for the provision of welfare services. This concept was reinforced post second world war with the need to reconstruct war-damaged communities as a priority. Some charities carried out civic and emergency activities such as by the Red Cross/Crescent society, Community Chest and YMCA, among others, based on the values of goodwill and humanitarianism (Luna, 2001).

The NPO sector over the past two decades has proliferated worldwide, on the basis of the kind will and belief that it has created and witnessed by donors, humanitarian and development actors, professionals, academia, governments, and communities, giving the impression that NPOs are particularly effective actors as far as disaster preparedness, management and resilience is concerned (Benson, Twigg and Myers, 2003). Two reasons as to why NPOs are involved in disaster preparedness and management; First, disasters threaten sustainable development as they reverse the development benefits that are made over the years (IFCR, 2011). The second reason is that poor and socially marginalised people usually supported by NPOs through their humanitarian and development projects/programmes, happen to be vulnerable to disasters (Benson, Twigg and Myers, 2003).

Benson, Twigg and Myers, (2003) make mention of several reasons as to why NPOs are continually linked to disaster preparedness and management activities; some of these as outlined below include their ability to work with grassroots communities with the ability to identify potential threats and challenges that affect the local communities. This they also argue makes them effective at designing coping strategies which are well tested with community-friendly innovations owned by the households and individuals in the community; this holistic approach to tackling disasters makes

them more influential than other actors who apply more costly methodologies to achieving community resilience (Benson, Twigg and Myers, 2003; Kusumasari and Alam, 2012).

According to Sphere, (2018) The Humanitarian Charter can be termed as a cornerstone and legal framework that can be called upon by NPOs whenever pursuing disaster preparedness, management, and resilience work. It expresses the shared conviction of especially the humanitarian/development actors in Not for Profit Organisations at large, which ensures that all people affected by the disaster are supported to exercise their rights to protection and assistance. This right entitles the individuals and community to the necessary condition of a dignified life (Sphere, 2018). The Charter also provides the ethical and legal axis to the Principles of Protection, the Core Humanitarian Standards plus the Minimum Standards. It should be noted that this, together with other legal frameworks such as under the UNISDR or UNFCCC or Kyoto protocol whether at the international or regional level, provide enough backing for NPOs in their duties.

UNISDR, (2015) emphasises for the involvement of Not for Profit Organisations or civil society groups in the aspects of a disaster such as the collection of information and its dissemination. The following section briefly gives an overview of the expectations and attributes enshrined in the existence of Not for Profit Organisations setting the tone for the rest of the chapter.

2.1.1 Not for Profit Organisations (NPOs)

Not for Profit Organisations, according to literature, are defined as a diverse group of autonomous organisations, that are not run by the government nor formed for profits. Non-Governmental Organization is a term typically used to refer to Not for Profit Organisations normally operating outside of the United States of America (Jones *et al.*, 2014). The purpose of this is to clarify the usage of Not for Profit and Non Governmental organisations for this research paper to mean the same entity.

In addition to the above, NPOs are at times referred to as the third sector with the government being the first, and the commercial or business world the second (Anheier, 2014). Mojtahedi and Oo, (2017) argue that the NPO sector when compared to its counterpart in Government seems to possess urgency while the latter has power and legitimacy when it comes to preparedness, management to attain resilience to disasters making a case for the need for a partnership. Islam and Walkerden, (2015) emphasises cooperation and coordination actions are central to NPOs whether they are state-controlled or less influence of the Government. In this way, they can operate efficiently despite the attributes they may lack. Therefore the communities should, in turn, develop mechanisms of consensus regarding the roles of NPOs and determine the degree of trust in how legitimate, credible and effective they are in serving them (Yang, 2014).

Jones *et al.* (2014) states that NPOs are often seen as similar to, or representative of 'civil society.' Anheier, (2014) infers that Non Profit Organizations include several profit entities such as labour unions or professional associations, business and consumer organizations, religious groups, social clubs, and groupings organised around neighbourhoods.

NPOs engaged in disaster preparedness and management vary in the form of scale, development orientation, the magnitude of services, and type of programme. It is also essential to recognise their wealth of experience and knowledge (Luna, 2001). International NGOs tend to operate across several countries or regions as opposed to national NGOs that operate in a single country. Some of the examples of INGOs include People in Need, Oxfam, World Vision, Amnesty International, International Federation of Red Cross/Crescent Societies (IFCR, 2011).

2.2 Disaster Preparedness, Management, and Resilience

2.2.1 Disaster

Before embarking on defining the role of NPOs in disaster preparedness, management, and resilience, there is need first to define, disaster(s) briefly. According to Sterrett, Turnbull and Hilleboe, (2013) disasters are recognized within the humanitarian and development sectors, governments and communities as situations that result into major and widespread disruptions to life in a system, community or society. The bulk of people, systems, and infrastructure are not able to recover without assistance from sources external and not resident to them, regularly coming from outside their community. Disaster can be termed as a sudden occurrence that is entirely different from the daily activity causing damage and loss (Kusumasari and Alam, 2012). Disasters emerge when a hazard, for example, earthquake, flood, hailstorm, fire, drought or road accident occurs and people or assets or systems become vulnerable to its damaging effects (Sterrett, Turnbull and Hilleboe, 2013). Dominelli, (2015) adds that disasters may be understood as having three stages: the immediate requiring food and non-food relief stage, recovery stage, and reconstruction stage to crown it all that involves disaster preparedness. Therefore when a disaster occurs, the impacts are seen in various aspects such as the environment both natural and built, government, economy, community, livelihood (Shaw, Shiwaku and Takeuchi, 2011).

2.2.2 Disaster Preparedness Concept in relation to NPOs

With the brief description provided above on disasters, below is what is preparedness based on the literature.

According to IFCR, (2011); Gaston *et al.*, (2016) Disaster Preparedness can be defined as the strategy, knowledge, and capacity put in place by NPOs, the government, and community to be

able to anticipate or to respond and be able to recover from disaster events. Preparedness looks at the strategies to reduce the effect of hazards and disaster risks (Benson, Twigg and Myers, 2003; GoU, 2010). Sound disaster preparedness relies on analysis to mitigate and predict disaster risks with a reliable awareness and information plan. The strategy is done based on disaster preparedness, management and aims to build or transform or adapt the capacities required to efficiently withstand all types of disasters and achieve resilience from response and recovery (Gaston *et al.*, 2016). In disaster preparedness, a key word that shall be found in this research that needs to be defined is mitigation. Which can be described as steps systematically taken to prevent the devastating impacts of a disaster, this is usually done before the disaster occurs and the term is at times used concurrently with disaster preparedness. Activities such as reforestation, climate smart agriculture, flood prevention structures, reduction of GHG emissions are common under mitigation (Benson, Twigg and Myers, 2003; IFCR, 2011).

Disaster preparedness is necessary because of residual, uncontrolled risks that require society to plan for the possible devastation that is experienced once a disaster occurs (Mojtahedi and Oo, 2017). The main steps and activities involved in disaster preparedness in the literature according to Kusumasari and Alam, (2012); Mojtahedi and Oo, (2017), include enacting policies, procedures and guidelines to manage emergencies. Conducting timely hazard risk and vulnerability field assessments, putting in place plans for emergency operations, formulating and maintaining early warning systems, identifying and acquiring contingency funds are some activities as well. Similarly, instituting mutual aid agreements such as through MOUs, capacity building, training plus awareness drills, and educating the public. Investment in these areas would be crucial towards mitigating the impact of disasters and a step towards reaping the benefits of sustainable development through disaster preparedness (Kusumasari and Alam, 2012).

However, the above may not always be the case because NGOs' operational and funding guidelines make a limited attempt to address and incorporate disaster preparedness in their plans (Twigg and Steiner, 2002). In some of the literature disaster management specialists taking over work and debating issues customarily reserved for disaster preparedness experts shows the task ahead of treating preparedness as a professional field separate from disaster management; response and recovery if the benefits from the tasks set in the previous paragraph are to be fully realised (Twigg and Steiner, 2002).

2.2.2.1 Key Attributes of Disaster Preparedness undertaken by NPO's

Disaster preparedness can be categorised as mitigation practices usually implemented by NPOs. Some of the activities observed under disaster preparedness include; crop diversification, hazard

mapping and vulnerability assignments, capacity exercises, seismic and climate proofing simulation drills, natural resource management, community-based early warning networks (Benson, Twigg and Myers, 2003; Van Niekerk and Coetzee, 2012; Kita, 2017). Safety nets have been formulated as part of disaster preparedness strategies to build the capacity of communities to adapt; with these the common forms of activities pursued by NPOs (Allen, 2006).

Kusumasari and Alam, (2012); Gaston *et al.*, (2016) point to the usage of early warning information which may come as a result of the community or local expertise or scientifically proven methodologies. Irrespective of the source early warning information is seen as vital to NPO work in formulating disaster preparedness strategies with or for communities.

NPOs have in the past tried to increase people's awareness of hazard-prone situations, seasons, and locations while providing tools on how to overcome the ensuing hazards or disasters (Masson, 2019).

2.2.3 Disaster Management Concept in relation to NPOs

According to Kusumasari and Alam, (2012) disaster management is a vast area that can be divided into four areas, namely, mitigation, disaster preparedness, response, and recovery. The purpose of starting with this is to put forward, that disaster management covers response and recovery or rehabilitation basically that occur in post-disaster phases after disaster preparedness. This is due to the latter not getting as much coverage, especially when covered under disaster management, as explained in the section above.

Disaster Management, therefore, refers to the activities taken during and in the aftermath of a disaster with the primary intention to save lives and minimize damages. In this phase, response activities are carried out to save lives and reduce damage (Mojtahedi and Oo, 2017).

Examples of response activities include the setting up of emergency or incident command centres based on an emergency plan, evacuation of affected individuals and communities after the disaster has occurred, estimation of damages and needs, relief and non-relief mobilisation and distribution to affected individuals, households and communities (GoU, 2010; Mojtahedi and Oo, 2017). Disaster management, according to Kusumasari and Alam, (2012), requires a capacity to manage uncertain situations with quick changes where possible in addition to standard planning guidelines, systems, and practices.

The caliber of NGO personnel involved in disaster management was found to be wide-ranging

involving some professions within the organisations. Some of these professionals included coordinators, health personnel, media, donors and volunteers who may either be within the NPOs or contracted by the latter (Eikenberry, Arroyave and Cooper, 2007; GoU, 2010).

2.2.3.1 Key Attributes of Disaster Management Undertaken by NPOs

NGOs during the response phase of disaster management were found to offer various forms of assistance, which is usually a vital ingredient of this phase. Basic human necessities provided include foodstuffs, beverage/drinks, blankets, clothes, and other daily required items (Zal, 2019). It should be noted that at times, the relief as argued by Eikenberry, Arroyave, and Cooper (2007), played only a supplementary/ complementary role to relief efforts that were ongoing in the communities.

Provision of medical advice and supplies during disasters was made by the NPOs with support or in support of Government efforts (Zal, 2019). This essential attribute could also be added to the psychosocial support that was generally provided by NPOs to improve the wellbeing of disaster victims (Islam and Walkerden, 2015). The psychosocial support may contain not only medical aspects but also non-medical aspects that included, among other things, songs, dances, poetry, sports. The support was found to assist school going children, youth, or adults (Islam and Walkerden, 2015).

Human recovery usually is an essential facet of response in disaster management that is a focus of most NPOs. However, outside of this is, and this is the infrastructure recovery argued by Chandra and Acosta, (2009). They go on to point out that human recovery is interdependent with infrastructure recovery. This includes a number of areas and though not the focus of this study, a few can be mentioned such as health care institutions, schools, roads and social networks which were seen to normally serve the human population and were critical as you moved from Response to rehabilitation and recovery providing a buffer from stress that could have become chronic (Chandra and Acosta, 2009).

As a precursor to a later section, NPOs have been postulated to focus a lot more on relief. Some literature argues this has led to what some scholars and NPOs term as relief dependency by the communities and households. Other facets such as infrastructural recovery as seen previously, or disaster preparedness receive little attention. Dependency is an issue where they have continued to thrive as the people's mindsets become infested by them always being there and dissatisfied with the little, they received always hoping for more. Arguments have been made on how this

perpetuates continued operations in more disaster management rather than disaster preparedness (Islam and Walkerden, 2015; Oscarsson, 2018).

2.2.4 Resilience

Resilience being the final key word, emphasis should be made that unlike disaster preparedness and management, resilience is an end product for this research. According to Sterrett, Turnbull and Hilleboe (2013), Resilience can be termed as the ability of a person, household or community system to predict, absorb and withstand or recover from a hazard or shock or disaster without compromising their prospects in the long term. Resilience is further called a dynamic situation which when handled promptly allows for the preservation or restoration of the functions and structure of the household or population (IFCR, 2011; Gaston *et al.*, 2016).

According to Islam and Walkerden, (2015) resilience refers to the capacity of a community to be able to return to its initial state before the disaster occurred and this is described as a function of its ability to organise its self, learn and be able to adapt. So the role here for the NPOs is to enable individuals and communities to build their capacities. This objective starts with the disaster preparedness phase by withstanding the disaster and then if necessary, communities are supported during the post-disaster phase through disaster management practices of response and recovery to a better post-disaster state (Islam and Walkerden, 2015; UNISDR, 2015b; Trias, Lassa and Surjan, 2018). Therefore as argued by IFCR, (2011); Trias, Lassa and Surjan, (2018), which we shall see under a different section, calls for collaboration and participation at all levels as this target of resilience requires engagement with different actors to be achieved in light of disasters.

2.3 Capacity of NGOs in Disaster Preparedness, Management and Resilience

The capacity of NGOs in this section shall look briefly at the general requirements to perform in disaster preparedness and management to attain resilience. This section does not delve into whether NGOs have the capacity but rather what sort of capacities on hand are they showing as they do this type of work analysing their organisational capabilities from a technical standpoint. Then it shall be concluded with their work and effort in capacity building.

According to Kusumasari and Alam, (2012), the concept of capacity highlights the assets and resources in possession by individuals and institutions to cope and recover from hazards and disasters that they experienced. The same literature looks at the capacity as either being endogenous such as within the communities that are being intervened in or exogenous where the NPO may have to provide it. The capacities looked at included knowledge, skills, technology, networks, and monetary resources to mention a few (Kusumasari and Alam, 2012). The latter also states that capacities may be institutional, technological, political, and socio-economic.

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NPOs have, according to Masson, (2019) moved steps forward in attempting to combine scientific capacities with local capacities when it comes to attaining resilience. The literature shows that the local expertise in disaster preparedness and management have been overlooked for long and therefore this is one way they are brought on board to ensure they are taken advantage of for more positive results in tackling disasters.

The other form of capacity mentioned by the literature is the ability of the NPOs to formulate programmes that capture the different areas of disaster they were operating in visa vis the different communities as a testament to their technical; organisational and individual capacity. This was coupled with programmes and projects overseen by staff run for year(s) elucidating their technical capacity (Luna, 2001). According to Van Niekerk and Coetzee, (2012), this was crucial due to the general lack of technical skills and capabilities vital to the work they do with different types of communities from other actors.

The financial capacity of the NPOs deserves a fair mention despite the hurdles surrounding it as shall be seen in the ensuing chapters. The funding for most of the NPOs was found to be dependent on donors and in some cases, government. However, the point here is the ability of donors to mobilise critical resources through informing donors which spread across their work into meeting the deficiencies as we shall see later on of governments whether it be at the national or sub-national level (Kopinak, 2013; Sterrett, Turnbull and Hilleboe, 2013; Yang, 2014).

In addition to the technical and financial capacity, one more critical capacity of NPOs mentioned briefly is the human resource capacity which manifested itself over several areas of their work. Literature shows NPO staff to manage the tasks that they are faced with in disaster preparedness and management engaging in a number of trainings which keep their staff up to date on the different techniques and also technologies in the field of disasters at the various levels of operation from strategic down to operational levels (Benson, Twigg and Myers, 2003).

To conclude this section, a look at capacity building and handover of the capacities done by NPOs to the different stakeholders operating in disaster preparedness and management to create resilience. According to Masson,(2019), this was observed in a variety of ways such as workshops on disaster preparedness, management and resilience topical issues, principles, and tools. Prabhakar and Shaw, (2009) emphasise trainings or capacity building are done based on an assessment of the different capacities and stakeholders. An example to highlight this is shown by Luna, (2001) in the training of sub-national government units with programmes that aimed at enhancing their capacity. Support is reflected through the institutionalisation of disaster preparedness and management, usage of equipment provided or required in their daily work,

disaster planning and how to work in an organised or coordinated way involving a multiplicity of actors. These trainings typically involved the national government offices as well.

Benson, Twigg and Myers, (2003) have shown that through avenues such as training of trainers where the expertise and skills were passed on to future trainers such as at national, sub-national government level, community or local elders. Luna (2001) stated that the latter is essential in preparing households, communities, or the population for disasters by way of orientation and training by those who were trained. Islam and Walkerden, (2015) create a way forward after the training is done and the different capacities built as a necessity to allow for the communities to take over while the NPOs withdraw. Allowing for the capacities to be put to work and continuity of the projects by the community. The fruition of the capacities Benson, Twigg and Myers, (2003) argued would only be possible without continued assistance whether financial or otherwise from the NPOs something that other researchers can follow up.

2.4 Networks

2.4.1 NPO Networks

The literature on NPOs shows that many activities are done with the support and participation of other stakeholders. This section shall mainly focus on three stakeholders the NPOs looking at the different ways NPOs network among each other, the Government and then lastly the community.

One way to start this section is to look at the existing networks and legal frameworks that support the work of NPOs disaster preparedness, management, and resilience. There exist several international frameworks that support the work done by NPOs, according to Shaw, Shiwaku, and Takeuchi, (2011). The use of the network approach in form of clusters under the UNISDR through its interagency task force on Disaster Reduction encouraged the idea of networking among NPOs. The benefits were such as effective partnerships, stronger networks between NPOs, UN and INGOs and solving knowledge and education gaps in the implementation of what was the Hyogo Framework for action and later could be translated to the Sendai framework (Shaw, Shiwaku and Takeuchi, 2011; UNISDR, 2015b). Sphere, (2018) provides enough backing to the NPOs in their work on Disaster Preparedness and Management, to take the necessary steps, including networks to achieve resilience of the population.

Just as at the international level as seen in the previous paragraph, there also exist various regional and local networks in the makeup of NPO work. Matin and Taher, (2001) argue that the various forums for NPO collaboration and making networks are essential in their work as regards advocacy and sharing of information. The writer also argued that this builds the level of confidence and

preparedness of the local frontline NPOs. This networking shows the importance of the larger NPOs to the smaller ones. The same is also valid with the donors and the United Nations having to rely heavily on NPOs as implementing partners in Disaster Preparedness and Management (Benson, Twigg and Myers, 2003).

The above point is further illustrated by Gaston *et al.*, (2016) who emphasised the role of Global Network for Disaster Reduction in providing a platform for NPOs in their work at the international, regional and local level. This is followed by Izumi, (2012) who provided a rationale for the regional networks that fed into the global networks such as the Asian Disaster Reduction and Response Network (ADRRN) due to the magnitude and severity of hazards and disasters in Asia so as to strengthen the capacities and provide support to the NPOs in those regions. This aim was implemented through the cluster approach as it also tried to reduce the duplication of efforts while providing clarity to the roles and responsibilities of the NPOs in each sector (Kopinak, 2013).

According to Mathbor and Katrina, (2006) financial institutions, public research institutions, voluntary agencies, and NGO networks have regularly assisted in mitigating the effects of disasters while Izumi, (2012) stated they were essential for coordination. The authors both recognised the efficiency achieved in working together by the different institutions. The work done in terms of mobilising resources or expertise with the requisite skills, fellow professionals and volunteers was either done before or after disaster struck. This according to Islam and Walkerden, (2015), is one way of forming social capital for the NPOs, which was beneficial as they filled in for each other's inadequacies.

NPOs within their networks were seen also to include occupation-based support groups and local community-based NPOs made from informal groupings that frequently worked hand in hand or for their national counterparts. Both were observed as close to the community, but the former probably closer and many a times resident or part of the affected community (Islam and Walkerden, 2015). In conclusion, the NPO networks with their fellow organisations eased coordination taking advantage in complex emergencies and leveraged existing NPO activities, which was essential to local NPO strengthening. Moreover, these networks allowed for mutually beneficial exchange of ideas, cooperation, best practices, information sharing and perspectives which were expected to persist if not threatened by rivalries and competition as to be seen in a later section (Benson, Twigg and Myers, 2003).

2.4.2 Networks with Government

This section looks at the relationship between NPOs and Government in light of disaster management, preparedness, and resilience while taking the opportunity to influence public policy and scale up efforts and work in the mentioned field (Benson, Twigg and Myers, 2003). According to Van Niekerk and Coetzee, (2012), governments and NPOs have a symbiotic relationship in which one side provides inputs and expertise while the other may play a passive or complementary role. One way of promoting a mutually supportive government-NPO relationship is working as partners (Allen, 2006). Shaw, Shiwaku and Takeuchi, (2011) described the partnerships as necessary. However, the relationship of NPOs and governments can take on some forms, either confrontational or/ and collaborative as determined by some factors (Luna, 2001). According to Eikenberry, Arroyave and Cooper, (2007); Oscarsson, (2018) if the NPOs felt that the Government was not doing enough with no efficient structure such as in the coordination of NPO activities causing a limited impact inspite of considerable resources being invested at the community level. The latter was thence confrontational in approach with the reverse being true when there was an effort seen from both sides. Literature provides other terms such as conditional or unconditional support from NPOs to Government, where the former works with the latter, conditional on achieving a particular output/outcome or with no conditions (Luna, 2001).

Government and NPO relationships are seen to be characterised by give and take sort of situation where, appropriate policies and frameworks are essential to the work done by NPOs, and therefore governments have a role to provide the supporting legal and policy frameworks (Van Niekerk and Coetzee, 2012). The provision of frameworks on the other hand was met by the NPOs supporting the governments where local and possibly national capacities were overwhelmed (Inelmen and Kabasakal, 2004; Trias, Lassa and Surjan, 2018) or where gaps existed (Kilby, 2007). Generally, this occurred concerning funds budgeted for disaster preparedness and management covering for the inadequacies of government while also allowing for the communities to continue being served through co-funding mechanisms on long term projects/programmes (Van Niekerk and Coetzee, 2012). The previous example at times resulted in governments depending on local and international NGOs for ideas, funds, and skills. However, there is a school of literature that argued the dependency of support for funds goes the other way with local NPOs on occasion in disaster situation having to rely on Government or sub-national governments (Allen, 2006).

The final part of this section looks at how the NPOs in their collaboration with Governments were occasionally faced with the position of assuming government roles in disaster preparedness and management, the so-called "traditional roles" of government such as organising relief (Islam and Walkerden, 2015). Whereas in other areas, the NPOs came in as though they were plugging

implementation gaps (Chandra and Acosta, 2009). Assumption of government roles according to Jones *et al.*, (2014) may have been as a result of the government being wholly absent or having little to no capacity thereby allowing for more active NPOs to act as a "stand -in" government while performing its roles. However, in some cases, the NPOs acted upon the request or took advantage of government loopholes using the structures, knowledge of the community, technical support, local resilience measures, and the community to seamlessly provide services where the government was unable (Allen, 2006; Dominelli, 2015; Oscarsson, 2018).

However, all said and done the role of the government is required to partner NPOs because a high-level proactive approach to hazards and disasters ensures a limited loss of lives, injury, damage to property, loss of livelihoods, incomes, and revenues (Mojtahedi and Oo, 2017). Compared to the government, NPOs were seen to be at an operational advantage as they employed participatory approaches practical to the community they operate in and are considered to be faster in the provision of services and since they were considered closer to the community this made them an ideal partner to the government (Kita, 2017).

2.4.3 Networks with the Community

This section concludes the networks of the NPOs by looking at what characterised their work within the community either in a facilitator or provider of assistance role (Matin and Taher, 2001). Particular attention was drawn to the community role as a partner to the NPO to enable it to serve them as an insider compared to governments in the eyes of communities (Oscarsson, 2018). According to Van Niekerk and Coetzee, (2012) the community leaders partnered with the NPOs to play the role of entry into communities or what is known as gatekeepers, and ironically this role had been played by governments who usually possessed structures up to the communities.

Another critical attribute of the work done by the NPOs within the community is that they provided hope (Zal, 2019). Hope can be seen in their engagement and encouragement of socially marginalised groups to participate in activities that enable them to attain resilience (Masson, 2019). The provision of hope could be seen during response through psychosocial activities and support that allowed the victims to get over the disaster and were normally in position to access the livelihood support from the same or other NPO(Chandra and Acosta, 2009).

NPOs were seen to build a reputation of working hand in hand with communities both in disaster preparedness and management. They managed to work hand in hand through supervision of the participatory efforts of communities, which they usually encouraged in a bid to attain solutions owned and appreciated by the community (Masson, 2019). The ability of the NPOs to do this role was because they were on occasion, members of the communities they served, which would allow

for immediate reaction during disasters and an ability to stay longer even after the disaster occurred (Mathbor and Katrina, 2006). A situation of forward and backward linkages was created. The linkages created helped the communities to play a role of providing or even entering the information reducing the organisational costs of the NPOs while better serving them and empowering them (Troy *et al.*, 2007).

The community networks with the NPOs through the provision of labour was essential to serving the NPO needs as per their different work plans. They are partners with many of the NPOs, and the reverse is true, as shown by their standing responsibility to make the community issues known to the donors (Kopinak, 2013). This should not deter from the fact that the community were usually the first responders in the event of a disaster and therefore many times would provide leadership in the work being undertaken by the NPOs (Trias, Lassa and Surjan, 2018). The NPOs would rely on the community to delineate the geographical area that is at risk of disaster during their work on disaster preparedness (Allen, 2006). So the role played by the community in accepting and ensuring there is a sustainable and effective social network built with NPOs was found to be critical to both parties (Chandra and Acosta, 2009; Shaw, Shiwaku and Takeuchi, 2011).

NPO engagement with communities is in the more recent past based on participatory development approaches coupled with the systematic handover of projects, especially those related to mitigation and disaster preparedness (Islam and Walkerden, 2015). This framework is found in the more recent concept of "Community Based Disaster Risk Management" (CBDRM) that emphasises the central role of the community in the implementation of disaster programmes (Oscarsson, 2018). This role played by the community has certain implications on the NPOs such as the planning style or method of work to be used as it influenced them to employ a bottom-up planning framework as opposed to the top-down framework usually employed by the government (Dominelli, 2015).

2.5 Funding Arrangements under NPOs for Activities.
This section goes to show the overall status of funding, which was found to be essential as regards Not for Profit Organisations who are generally dependent on external funds (Luna, 2001). Donors and international agencies ranging from the United Nations, World Bank, philanthropies provided the bulk of the funding to the NPOs (Matin and Taher, 2001; Kopinak, 2013). The form of funding, however, was more structured than this paper intends to cover with for instance the International Non-Governmental Organisations providing funds to Non-Governmental

Organisations at the national level which in turn also provided funds to the Local NGOs (Matin and Taher, 2001; Van Niekerk and Coetzee, 2012).

The nature of funds received by NPOs is normally in the form of Aid with some of the literature arguing that development aid flows were larger than the humanitarian aid flows in countries that were less affected by disasters and higher in countries that are affected by disasters (Kellett and Sparks, 2012; Jones *et al.*, 2014). The funding set up can be used as an indicator/proxy of the funding priorities of NPOs in different countries or regions such as in humanitarian funding. Benson, Twigg and Myers, (2003) argued that most of it went to post-disaster activities mainly structural mitigation measures, however, this is a part of development funding/ activities based on related literature leaving room for some of the terms used to be refined. Luna (2001) presented a case that some NPOs found it challenging to attain funds for activities related to disaster preparedness when compared with attaining funds for activities in disaster management. The same article alleged this as being down to the difficulty in measuring preparedness activities.

Oscarsson,(2018) puts forward a line of thought that reduced donor confidence in governmental financial accounting systems, especially in emerging countries, has been a critical part as to why more funds were flowing through the NPOs for work geared towards attaining resilience which was in the past the preserve of governments. Benson, Twigg and Myers, (2003) contend that the shift in attitude led to more financial resources flowing from the donors to the NPOs for development and/or humanitarian work as regards disasters.

Funds, therefore, are not just critical to the NPOs, but they also determine the scope and area of operation that the organisation is likely to take on (Benson, Twigg and Myers, 2003). Mixed reactions were felt as some local NPOs had on occasion struggled to attract significant support and funding (Trias, Lassa and Surjan, 2018). To compound the ambiguity of funding, there have been areas or regions which have seen funding move from the local or national coffers to regional desks which for a number of reason has caused speculation as to the possibility of disaster preparedness and management programmes running a risk of either being marginalised or forgotten (Benson, Twigg and Myers, 2003).

2.6 Roles and Activities of Not for Profit Organisations in Disaster Preparedness, Management and Resilience.

Yang, (2014) tried to categorise the roles of NPOs into three parts; the first being the role of providing information to the government which can highlight their role to the government in the networks as seen before this section. The other role pointed out is that of social monitoring played together with other NGOs and lastly the role of critical decision makers that went hand in hand

with the community all previously outlined in the network section. Oscarsson, (2018) argues that the roles performed by NPOs were generic and they included delivery of services on behalf of the government collaboratively or competitively, criticising and advocating for policy changes to the benefit of the disaster-prone community in alliance with fellow NPOs.

One of crucial roles played by NPOs was that of communicating with donors to make them aware of the situation in the countries of operation (Kopinak, 2013). The initial task as pointed out in the literature of the NPOs was to establish linkages with governments and communities as their representatives who are mainly interested in the welfare of the individual and the community (Kopinak, 2013). This role was found to attain mixed reviews as some literature showed NPOs play this role while others were found to disagree with their effectiveness in fulfilling this role.

One of the leading roles or activities of NPOs appearing in various literature is the mobilisation of key players especially concerning community projects or disaster preparedness activities (Inelmen and Kabasakal, 2004; Van Niekerk and Coetzee, 2012). For example with the Red Cross when one of their branches was overwhelmed in the event of a disaster and how they were able to mobilise capacities and resources round the clock to respond to the emergency (Troy *et al.*, 2007; Yang, 2014).

Livelihood is yet another area that was the focus of NPOs in enabling communities to attain resilience, which was achieved through livelihood assistance such as seeds, livestock, fishing nets and boats (Islam and Walkerden, 2015). In other cases focus has been put on livelihood development entrenched project activities such as food security, crop diversification, seed banks, soil and water projects to mention but a few (Benson, Twigg and Myers, 2003). The key outcome of this was to attain sustainable livelihoods as a means to ensure that communities were resilient (Van Niekerk and Coetzee, 2012).

According to Sterrett, Turnbull and Hilleboe, (2013) they point out empowerment as one of the roles played by NPOs to enable disempowered individuals and households enjoy rights and access entitlements. They put in place activities that protect the rights of minority groups in the community, such as women and children. Matin and Taher, (2001) pointed out that how the NPOs empowered individuals and communities was through gender planning and enforcing gender roles such as targeting women with relief items such as food as they usually did most of the cooking and construction in many communities.

Related to the above, advocacy was cited as a key role played by NPOs in the literature, according to Kilby, (2007) the watchdog role advocating for people's rights and equal treatment is necessary

both before and during disaster situations. Advocacy provides a springboard for successful disaster management and preparedness through bargaining for rights of maligned individuals and groups who are then able to access alternative livelihoods essential in human recovery post-disaster (Islam and Walkerden, 2015). Allen (2006) complements this by proposing a forum for meaningful and constructive dialogue between authorities and communities (Masson, 2019).

Hazard and Vulnerability assessment activities formed part of the roles that are played by NPOs which according to Matin and Taher, (2001)may involve the community as participatory or passive to identify community needs. These activities ranged from the mapping of stakeholders through identification of contact leaders (Luna, 2001). Some of the ways employed by NPOs were the use of scientific tools/ technology along with the local tools. Methods such as remote sensing, GIS technologies though expensive for some of the governments to employ on their own were supported in this regard (Gaston *et al.*, 2016; Kita, 2017). One of the key outputs to this was found to be information used in several ways, such as early warning disseminated in a variety of fora supported by social networks (Yang, 2014). Strengthening of community resilience resulted through awareness and developing coping mechanisms for the affected communities (Matin and Taher, 2001; Gaston *et al.*, 2016).

To conclude this section, it is important to note that it's virtually impossible to enumerate all the roles of NPOs in disaster preparedness and management geared towards attaining resilience. The activities mentioned in this section were found to be quite crucial based on their prevalence in the sources that captured them. However, the roles can be of a preparedness nature such as the more popular community-based approaches that focus on mitigation of disaster risk and resilience of communities (Luna, 2001). These programmes may be of a social-economic nature to increase capacity and reduce vulnerability such as dike construction, sandbagging, footbridge building (Luna, 2001). Micro credit or contingency funds to enable poor households and communities such as through cash transfers, cash for work safety nets that built the financial resilience of households and individuals (Matin and Taher, 2001)

The other block of activities played by NPOs was in disaster management, quite like the section on disaster management, this looks at all activities and roles played after the disaster has occurred, such as shelters, food, and medical services, post disaster rehabilitation; some literature referred to the items and activities to constitute emergency relief/ response (Matin and Taher, 2001; Islam and Walkerden, 2015). Lastly, funding and capacity building, which though mentioned in their own sections cut across. The critical feature they promote is they enable the effectiveness of the NPOs and are seen to encourage the promotion of best practices in the field for the benefit of both

government and communities (Masson, 2019). Little though can be seen in the translation into national policies.

2.7 Challenges, Weaknesses and Limitations of NPOs in Disaster Preparedness, Management and Resilience.

According to Eikenberry, Arroyave and Cooper, (2007), NPOs were observed to face a challenge of resources on many occasions, which were not sufficient to facilitate their efforts to achieve resilience. Some literature has termed their limited resources, both financial and human as endemic (Van Niekerk and Coetzee, 2012).

Twigg and Steiner, (2002); Eikenberry, Arroyave and Cooper, (2007) argued that NPOs faced challenges in programming and planning with inadequate and infeasible project documentation. High focus on specific groups usually resulted in duplication of activities and exhaustion of the communities with no incorporation of hazard planning information while Kusumasari and Alam, (2012) argued that disaster preparedness programmes did not at times reach down or involve the communities.

NPOs on occasion faced the wrath of government and communities who viewed them as suspicious and at times, a threat to the authority (Matin and Taher, 2001). Mechanisms put in place to regulate and control the activities of NPOs can be traced to the sensitivity of the disaster field in which they operate (Allen, 2006). Some of the possible reasons for tension the literature points to is NPOs desire to impress their participatory approaches upon government as they advocate for marginalised groups in the community created room for contention (Luna, 2001).

Lack of government or coordination structures and supportive regulations to effectively coordinate NPO activities proved a stumbling block to the work of NPOs (Poncelet, 1997; Yang, 2014). Day *et al.*, (2012) submits that there can be no action unless the government in power wills it, with some governments going as far as refuting entry of NPOs or aid to operate in their countries or certain jurisdictions. However, in other cases there was an uncontrolled entry of NPOs into the field of disaster preparedness and management leading to a rise in inefficiency and duplication of activities and yet despite these challenges coordinating NPOs many of them were said to have internal challenges regarding their coordination (Jones *et al.*, 2014).

Allen, (2006) also pointed at the lack of buy-in from the communities at times as a challenge to the NPOs as some of the communities were not willing to invest their resources, time and effort or even willing for the organisation to hand over projects at the end. Islam and Walkerden, (2015) reflecting on the previous point, NPOs were not confident of convincing donors to commit to

future funding, and yet the community may feel they are not yet ready to receive the project in its current state. Dominelli, (2015) believes the eagerness of some staff in the case of INGOs to leave the countries of operation and the lack of structures put in place to hand over projects and monitor the resilience of beneficiaries was a weakness of NPOs. Kilby, (2007) also puts the limited buy in to lack of networks within the NPO community that would be able to take over projects. Where one NPO was meant to handover due to constraints despite not finishing the work being undertaken, another would take over and thus the continuity of beneficial projects.

In the literature questions about the capacity of some NPOs were observed argued by Izumi, (2012) that as the fields of disaster preparedness and management broadens becoming more complex, this made it more difficult for some NPOs to cope. Therefore this put the sustainability of their work in question as they already had limitations such as coverage, coordination, resources, favouritism, lack of accountability, monitoring and evaluation (Islam and Walkerden, 2015; Oscarsson, 2018). Lack of indicators in monitoring and evaluation of disaster preparedness and management efforts at country level (Twigg and Steiner, 2002) and evidence of the quality of the monitoring and evaluation was scanty with difficulties for its usage (Islam and Walkerden, 2015).

Shortage of information/limited information disseminated to the public highlighting the work of some NPOs (Yang, 2014) together with the lack of a harmonised database and conventional reporting system (Troy *et al.*, 2007; Chandra and Acosta, 2009) created a challenge where most of the efforts and activities done by NPOs didn't get the attention they deserve. Twigg and Steiner, (2002) believe this is typically compounded by the lack of books and academic journals as most of the work presented by NPOs exists in case studies filed within the organisations. Benson, Twigg and Myers, (2003) advise that a mechanism needs to be formulated for providing information across programmes and organisations into the public arena for the benefit of governments and communities they are meant to serve.

The last key challenge for this section is conflict. There were the conflicts that arose out of a larger International Non-Governmental Organisation entering a geographical region causing competition and a resulting scarcity over resources (Eikenberry, Arroyave and Cooper, 2007) or between International Non-Governmental Organisations in a "battle of egos" (Jones *et al.*, 2014). The conflicts at times resulted from the pay gaps between International Non-Governmental Organisations and their counterparts at the national level in the NPOs who believed they do much of the work or the national NPOs with their local partners on the ground who held the same sentiment (Dominelli, 2015). The government conflicting with NPOs in cases where funds were

re-routed by donors to the latter on occasion made the work of NPOs challenging as they faced animosity from their government counterparts (Jones *et al.*, 2014).

The challenges that were faced by the NPOs are not largely of their own doing as cited by the literature; however, this does not negate the fact that the Not for Profit Organisations require their resilience to come through the challenges that were found most commonly in the literature. With advantages in funding and capacity in human resources, the NPOs are in a position to overcome these situations and continue to challenge/partner the governments as they serve the communities in their communities of operation. The limited literature on this subject as seen in a previous paragraph provides an opportunity to document these challenges allowing for solutions to be researched.

3.0 Chapter Three: Methodology

3.1 Introduction

The researcher uses a qualitative methodology. The research is based on a desktop study using secondary data. The literature for this is attained from the works of other researchers, scholars, and the People in Need website. The methodology centers around the corroboration of narrativistic, thematic, and a case study as its main tools.

3.2 Qualitative Secondary Style

The research style of the study is of a qualitative nature that emphasises words with a preference for qualitative methods which systematically compile, order and make meaningful descriptions and appropriate interpretations of data while maintaining the required ethics to provide knowledge (Bryman, 2006; Hammarberg, Kirkman and de Lacey, 2016). Qualitative research style used by the researcher is based on mostly inductive approach intent on making discoveries while keeping the targets set out by the researcher in the first chapter (Heath and Tynan, 2010). Conducting qualitative research was done through the triangulation of three methodologies namely narrativistic, thematic and case study which involved the usage and exploration of a variety of journal articles, books and website articles with the systematic review of their abstracts to determine their relevance (Heath and Tynan, 2010; Maguire and Delahunt, 2017).

The researcher, during the conduct of this research was trying to understand the perspective of other scholars, NPOs, and the case study. The research hoped to achieve this from qualitative approach which would enable him to reach the organisation through the literature as he is not in a position to physically meet with the case study (Hammarberg, Kirkman and de Lacey, 2016).

The ability of qualitative research to allow for generalisation of the concept(s) under study, extending them to more similar studies and information makes it a highly valuable tool for research (Sarantakos, 1993). The use of a narrativistic style of writing allows for this process to be complete through allowing for a detailed description of the phenomenon through retrospective consultation of the details of the actions and activities that were conducted for meaning extracted from the reality of the subject (Sarantakos, 1993; Creswell, 2007).

Narrativistic style provides the researcher with a tool that allows them to elucidate data as if it were a story, showing how the subject matter being discussed is in the lived reality enunciated. The power behind narrativistic description is in its simplicity where the story text comprises the data set of the qualitative researcher making an elaborate summary of the events showing the action, experience and systematically putting the topic of discussion in a relatable sequence(Merriam and

Tisdell, 2016). This method usually is easy to triangulate and corroborate with other methods such as thematic analysis and case study to be discussed in the ensuing subtopic (Heath and Tynan, 2010; Maguire and Delahunt, 2017).

The second style used in this research, according to Maguire and Delahunt, (2017) is as a result of the researcher having an opportunity to familiarise oneself with the data analysed. This was made possible through the use of Atlas ti that made the process seamless at the stage of creating codes which later developed into themes dictating the style both for the literature review and also to be used in the case study for the analysis of the role played by both Not for Profit Organisations and People in Need.

3.3 Case Study

Sarantakos (1993) describes a case study as a method of research that is qualitative focusing on singular cases. It goes on to state that more extensive studies are better described using case studies that provide insights about them, which is relatable when looking at PIN a large NPO, juxtaposed against the work of other NPOs. Creswell, (2007) shows that description of NPOs is bound to happen if the case study is extensive.

Case studies, according to some literature, have a strong relationship with qualitative research and therefore used interchangeably many times. Despite the different options provided the researcher tries to show the case study as a method just like in this research rather than a methodology since its most effective when used for exploratory research both ways (Sarantakos, 1993; Merriam and Tisdell, 2016). The use of case studies involves a purposeful sample where in this case the choice of PIN was due to its multi-case nature as an International Not for Profit Organisation doing disaster preparedness and disaster management work. The following criteria was used for its selection in addition to the fact that the research utilised information provided on the website as archival data (Sarantakos, 1993; Merriam and Tisdell, 2016). Utilisation of the data allowed for a within-case analysis in chapter four as a form of continuation from the literature review that tried to cover NPOs more extensively (Merriam and Tisdell, 2016).

The ease of the combination between narrative and case study is further encouraged in one of the examples provided. The example regarding disasters is intent on making sense on how the communities are affected and the role played by NPOs in their resilience while factoring in another key player in the government to provide analysis within a confined system or context (Merriam and Tisdell, 2016).

3.3.1 Background and Description of the case study

People in Need is a Czech Not for Profit Organisation started in 1992, with its headquarters in Prague, Czech Republic. PIN has several projects both in its home country playing the role of NGO and abroad playing the role of INGO. A primary reason for its selection for this study (PIN, 2019). PIN states its goals quite clearly on their website which are born from their history and previous experiences in man-made disaster, i.e. spreading their efforts to natural disasters such as floods, earthquake (PIN, 2017d, 2018a, 2019).

The selection of PIN was merited by the availability of archival data inform of publications on their website and the prevention web through the same documents and reports (PIN, 2019; Preventionweb, 2019a). The case study selected could be viewed as a humanitarian organisation with a lot more information seen in its disaster management work on response and some platform provided to its work on disaster preparedness (PIN, 2019). The work of PIN is done with the support and participation of governments and communities with the latter their primary beneficiaries; however this they state is made possible with the support of their networks with specific mention of "Alliance2015" (PIN, 2019).

3.4 Data collection and Analysis

According to Sarantakos (1993) the collection of data for qualitative research usually is closely followed by its analysis continuously as its being collected. This was made possible using a software tool for the qualitative analysis of this particular research as the reading, and partial analysis was done concurrently from time to time with varying measures of accuracy. This, however, happened after the collection of desktop secondary data ranging from archival data on the PIN website for the case study to data from search engines such as research gate, jstor, science direct among others.

According to Merriam and Tisdell, (2016) a researcher faces challenges in making sense out of data which requires one to pay attention to how data is managed, which in this case was done with the aid of a software Atlas.Ti, which allowed for the storage of large volumes of data in any number. The storage of large volumes of data allowed for a systematic approach in reading, reducing and coding the data with the possibility to use the software in eliciting networks and the aggregation into families and superfamilies to ease the formulation of narratives and themes.

Thematic analysis is used in the synthesis of the work that is compiled from the case study; People in Need. The themes arose from chapter 2 containing the literature review, and the case study in chapter 4 allows for usage of the same to break down its work but also to juxtapose the case study with the literature on the other NPOs that were used. The use of themes makes the analysis visual and tangible.

4.0 Chapter Four: Findings and Discussion

4.1 Introduction

This section shall attempt to see the role of People in Need, a Not for Profit Organisation and how they arrive at attaining resilience for the communities they operate. This section takes a look at disaster preparedness and management from the perspective of PIN. The researcher in this section shall attempt to break down the work of PIN based on their publications, as already mentioned in the previous section.

A lot of the points covered in this section are not different from what was covered in chapter one and two especially in terms of style of presentation with the fundamental structure in chapter two looking at the networks of NPOs, Government and community also therein, embodied here. The researcher will continue to look at how PIN goes about their duties in several countries as if they were a single community with different parts and receiving different benefits from PIN. One key take away from this section is that this case study shall be discussed and analysed concurrently with some of the related or similar topical concerns as identified in the literature review.

The concept of disaster management and disaster preparedness and how they contribute to resilience shall uphold the same definition for this chapter as made in the literature review. This section, along with the information uncovered in chapter two detail some points of interest that shall be looked at it in the ensuing parts of this chapter.

4.2 Multi Case Nature of the Case Study

The work of PIN, just like in chapter two, focuses on the role of People in Need using the vehicle of disaster preparedness and management to attain resilience. The networks of the Not for Profit Organisation under consideration are a vital part of the work they do and provide an axis for the realisation of their objective of resilience. The role of PIN here shall be approached from two angles concurrently; that is as an International Not for Profit Organisation but also as a Not for Profit Organisation. The structures, resources, programmes, and projects to conduct work in a country just like any other national stakeholder in the field of disaster preparedness and management doing developmental and humanitarian work shall be critical as well. The overall objective is to shed more light on how NPOs attain and sustain resilience, including the modalities of operation in their programme/ project communities.

The work of PIN according to the literature shows its coordination with other INGOs and NGOs through platforms, coordination and implementation meetings with other actors in the humanitarian and development work (PIN, 2017b, 2017e). PIN is a member of Alliance 2015

(PIN, 2017a) a network of humanitarian organisations that co-support and co-fund projects in several countries. Similarly, they are also involved with another consortium DIPECHO (PIN, 2013). The networks go on to include the funds used for their work in disaster preparedness and management from the UN, EU, DFID where they work with NPOs and governments to serve communities (Hall, 2014; PIN, 2018a).

4.3 Networks under People in Need

Networks of People in Need include Consortiums such as Alliance2015, DIPECHO and also inter-organisational activities with other NPOs such as Czech CARITAS not necessarily in the same or similar consortiums. The networks, in this case, may also be extended to the donors such as the DFID, Czech, Italian governments, European Union, UN that fund them or the consortiums they belong to or the organisation(s) they co-work with (PIN, 2013, 2017b; Alliance2015, 2018; Smit-Mwanamwenge, 2018).

Alliance2015 has, for example, been substantial in terms of co-working and co-funding partnerships between the organisations under them as regards the conflict in Syria. Numerous projects and interventions among some of their NPOs, such as Concern in restoring infrastructure that has been affected by conflict was observed. Sanitation and water facilities that are critical to the resilience of the communities that rely on them received interventions. The same was also observed in food security and livelihood interventions involving Welthungerhilfe in Syria to provide food relief, microcredit to purchase food, seeds, and capacity training. Complementing the above was non-food items such as clothes, blankets, kitchen items that are provided by partnerships between these two organisations and others such as USAID, Save the Children neither are members in the same partnerships (consortium, 2019).

As regards the organisations they work with, or that fund them or that co-fund/co-work with them such as the EU under the DIPECHO programme inferred to in the previous paragraph. PIN was observed as an active member of the EU through upholding its disaster preparedness programme (DIPECHO, 2019). This commitment to uphold international frameworks, programmes and commitments as was stated in the introduction in chapter one is significant. NPOs such as PIN that are signatories to these programmes are directed to not only adhere to these programmes but support their achievement (DIPECHO, 2019).

4.4 Disaster Preparedness and Management work to attain Resilience under People in Need.

The purpose of this section is to formulate a thematic analysis of the work done by People in Need.

4.4.1 Disaster Preparedness Under People in Need.

According to PIN, (2013), (2015) assessments form a large part of the work done by PIN. These are done with the participation of community such as hazard vulnerability capacity assessments in Cambodia incorporating scientific methods such as GIS and remote sensing. According to PIN, (2017b) is done with the support of government such as among the Aimags in Cambodia with the support of networks such as with the Caritas Czech Republic (CCR) in the same country. The benefit of these efforts is identifying the hazards, vulnerabilities and capacities that are either identified or shared with the major stakeholders such as the communities plus the Provincial Disaster Management Committee in their operations in Cambodia to formulate contingency plans to inform disaster preparedness and management strategies (PIN, 2013). For example, 35 communities in the urban areas of Cambodia were mapped using drones, and the results were used to formulate plans for the localities to prepare and manage disaster development plans (PIN, 2017e, 2018a).

The PIN resilience building strategy highlights the importance of early warning and preparedness that runs through a number of their projects in the countries of operation (PIN, 2017c). This strategy has elements such as enabling peoples self-sufficiency economically to avoid their opportunities and livelihoods from being undermined; this can be seen in the greenhouses that are constructed in their project in Mazar-e-Sharif, Afghanistan (PIN, 2017f). A similar strategy can be seen in their efforts in "Climate Smart Agriculture" to encourage and promote conservation agriculture synonymous to the concept of greenhouses also protect valuable natural resources above (PIN, 2017a, 2018a). The forms of agriculture are backed up by efficient early warning systems such as flood detectors such as the automated rain gauges in Cambodia with the information relayed using mobile phones and other communication devices and software to the communities on time (PIN, 2017e; Schmied, 2017).

Other critical activities of PIN in disaster preparedness is their work in earthquake-prone communities, namely trail restoration for the districts of Gorkha and Rasuwa found in the Himalayas, Nepal. This project builds resilience through a cash for work mechanism based project among whose objectives was to raise the status of minority groups, in this case, being the women who were able to earn some income from the projects collectively improving their asset base

leading to sustainable livelihoods and resilience (PIN, 2018a). This paragraph can be complemented by the work done in Natural resources management. The latter example falls here together with the activities that have been done such as in the construction of check dams setting up of rainwater harvesting systems and supporting the raining of protection walls. These are among measures to enable some communities affected by floods in Afghanistan to be able to protect their livelihood assets such as livestock (PIN, 2017f).

Capacity building was observed in the work of PIN in Disaster Preparedness. Training on the use and interpretation of early warning tools such as flood detectors, e.g., automated rain gauges to predict the occurrence of floods can be followed up by training on the usage of mobile phones and drones to collect and disseminate early warning information. Their work with the Natural Committee for Disaster Management, ministry in charge of telecommunications and participation of local service providers in Cambodia, in 2013 showcasing their efforts in building disaster preparedness infrastructure (PIN, 2015, 2017e, 2018a).

4.4.2 Disaster Management Under People in Need.

Disaster management work according to PIN, (2017b) can be seen in their assistance to the households of Aimag herder families to enable them to get through the dzud disaster in Dornod, Mongolia. The NPO responded to the disaster with assistance in the form of warm clothing, medical items and provision of heating tools for the herders. This relief support they also extended to the households in the Sukhbaatar province through provision of agricultural inputs during the Dzud emergency in 2015/16 to enable them to safeguard their cattle, a significant form of livelihood in this region and the country of Mongolia where their operations cover the human beings and livestock.

Mobilisation of resources to support efforts to respond to disasters is another element of the disaster management work that is done by the People in Need; Not for Profit Organisation. The usage of science to develop a website that would mobilise relief to support the communities in Donbass that had been affected since the operations of PIN in 2014 is key to their resilience efforts. The website was a tool that was developed to mobilise livelihood assistance from anybody or organisation that was willing and able to help the communities. The same website also provided an opportunity to the households and individuals in need of livelihood assistance to identify themselves and be able to claim the assistance they deemed necessary to their wellbeing and welfare (PIN, 2017e). The work of PIN wouldn't be complete without the "Beneficiary Management System" and "Complaint Response Mechanism" that is important in tracking those who receive

support or relief while also making a follow up to determine their evaluation of the livelihood support or assistance they received such as in Syria and Ethiopia respectively (PIN, 2018b).

PIN focussed on the humanitarian and the institutional front when it comes to disaster response, they delivered medical supplies to the hospitals in Sarajevo, Bosnia and Herzegovina in 1993 while also supporting the education system in Syria. The ability of PIN to respond to large scale disasters worth considerable mention as per the literature being the support that was delivered together with the members of Alliance 2015 in response to the floods in Pakistan, 2011, to support the restoration and access to clean water. The main focus of disaster management seen in the PIN literature relates to response and recovery that occurs in the disaster and post-disaster phases of the various countries their programmes operate in both natural and man-made disasters (PIN, 2011, 2018b).

4.4.3 Summary of Resilience Findings under the Case Study
Resilience being an outcome is difficult to measure using this type of research methodology. However, the efforts of PIN to enable the communities in which they operate attain resilience are visibly observed through the data. Through a combination of activities, they support in disaster preparedness and management as seen in the different literature consulted such as in early warning, livelihood creation and capacity building, relief food and non-food items and medicines (PIN, 2017b, 2017d, 2017f, 2018b). The difficulty in measuring this particular facet as far as the research is concerned only leaves the research with the choice to infer that in light of the interventions mentioned in the research resilience can be achieved in the countries of operation, research in this area is particularly welcomed including measurement of resilience and how NPO support directly achieves this.

4.5 Discussion and Analysis of findings
PIN, according to the researcher, was seen to participate and have projects that serve the communities in disaster management and preparedness. Just as seen in chapter two, several NPOs, despite the limitations in accessing literature are seen to conduct some activities in both disaster preparedness and management. The key questions, however have been the availability of the literature that would support the research. Judging from the limited number of sources used in the case study this reveals the enormity of the task at hand when it comes to NPOs publishing their data for research, public consumption or otherwise, the reasons of which not covered by this research.

The basic structure used by the researcher was thematic reflecting the network between NPOs with other NPOs, NPOs with government and with the communities affected by disasters in

which they operate and how this enables them to be supported to attain resilience. As regards the network between NPOs this has been supported by the literature as also shown by the case study. The case study shows the strength of NPOs in working together especially at the national level in terms of funding and activities being carried out systematically in such a way as resolves duplication of activities, however, this last inference cannot be emphasised due to the limited literature obtained on the case study. PIN was seen to work with consortiums in the field of disaster management and preparedness all with programme activities around the world, which begs the question why there is still limited literature about NPO activities accessible. The conflict between the NPOs as seen at different levels in chapter two was not a concern in the case study and therefore more research can be done in this area to determine if this at all affects the NPOs in this field as they seek to enable their communities of operation attain resilience.

Another area that was seen in the literature was the support that PIN provides to marginalised groups in disaster affected communities they operate. In the particular case mentioned in the Himalayas through the support of women to attain income, this is interpreted as a way of supporting the livelihoods of households and at the same time improving their resilience. The support received by the women is an opportunity to assist governments that are interested in raising the profiles of minority or marginalised groups.

Early warning systems were seen as a hallmark of PIN and the literature in chapter 2 did the same in showing this as an area that NPOs have contributed to in disaster preparedness. Despite the arguments made by literature as regards the limited investments in disaster preparedness, this comes up an area that brings on board scientific and technological advancement on disaster preparedness and its effect on the resilience of communities and individuals. More research, however, can be conducted into the accuracy of the information from Early warning systems and why disaster losses are still significant. As per the literature in this context, there is a move by NPOs to invest and support governments set up early warning systems with means provide for the communities to receive and use the information to improve their resilience.

Capacity building work of PIN has shown some of the ways the governments are supported in attaining resilience for their people. This point continued the trend of showing the government as a beneficiary and partner in capacity building on the different subject matter in disaster preparedness, management, and resilience. The trainings seen cut across different countries and communities with investment from the NPOs both in terms of physical infrastructure and information education communication materials or knowledge. The trainings can resolve some of

the gaps as identified at the beginning of this research to show how communities are capable of utilising this information and its effectiveness in enabling them to meet their end goal of resilience.

As regards disaster management, the available literature from PIN showed a significant focus on the provision of relief both in cost and quantity. The provision of relief items such as food, clothes, shelter, and medical equipment was seen in some events in which they responded. The literature review set a tone with the outlook of NPOs in the past having participated less in relief and more in disaster preparedness and mitigation activities. The depth of the literature as regards response to disasters showed their focus on both manmade and natural disasters. However, the linkage as regards recovery activities was not quite as evident in the literature and how this ties down with other preparedness activities that are propagated under the same organisation. Relief efforts were seen through mobilisation of resources and actors with innovativeness such as the use of a website. A question to the effectiveness of the website visa vis the capacity of the affected community to use it in times of disaster may be raised.

The activities of PIN just like other Not for Profit Organisations in disaster preparedness, management and resilience are seen to mainly benefit the communities with some activities laid out ranging from early warning in disaster preparedness to humanitarian relief in disaster management response. The policy direction of the governments they are supporting and the type of relationships they have with them including the role played by the governments in their work and project formulation is quite not captured by the literature available. The organisational capacity in many cases as per the literature including the challenges faced by PIN was not adequately covered and therefore omitted for the purposes of this section.

5.0 Chapter Five: Recommendations and Conclusion

5.1 Introduction

The research conducted on this topic tried to answer some questions from previous literature, while however, creating some question marks as the unintended consequence of the topic under study. The topic selected was done so due to the timeliness of disasters around the world as a major topic both in policy corridors and academia.

Chapter two provided a pivotal structure through which the entire research revolved around looking at some different NPOs and the work they were doing in disaster preparedness and management. As the research progressed became apparent just as was in the mind of the researcher that it would revolve around three dimensions; networks within NPOs, government relationship and how it affects the NPOs last but not least the role of the community as a partner and a beneficiary. This chapter due to the overwhelming literature noticed several issues on not only the roles of NPOs but also the challenges, weakness, and limitations faced by NPOs paving the way for further study as to how this affects NPO contributions to resilience and their effectiveness in light of these issues. This conclusion from this chapter leaves room for solutions to some of the problems faced by NPOs that are not tackled in this chapter, with the need for further research contributing to this area required including a further exploration into NPO and government networks as not much literature does capture this area.

Chapter three provided the methodology that was used in this qualitative research. The usage of secondary sources in desktop research made clear the limitations of the study and gives room for other types of study that may choose to collect primary data with time allowing and attain first-hand information outside what is presented by the secondary sources. Since there is limited data published on this topic of the research and NPOs at large, the use of narrativistic and case study methods to juxtapose what was seen in the previous chapter was carried out. The style employed data management and analysis software, atlas ti to keep track of the researcher's thoughts as they evolve with the structure and ideas of the data collected.

Chapter four allowed for a presentation and discussion of the research, especially the case study selected of People in Need. This unearthed some similarities and differences with what was set out in the literature review. The structure was similar save for almost no information found on the challenges faced by the case study as in the previous chapter and how this can aid research.

5.2 Recommendations

Not for Profit Organisations should make their activity and project reports, documents accessible to scholars for academic research and analysis. The limited information available outside the organisation complicates attempts to comprehensively take forward concepts such as resilience based on sound hypothesis by scholars, limiting the innovativeness and contribution from other experts.

Policy recommendations and support to governments is required from the work or activity reports of NPOs published or distributed on their websites and other forum for research purposes. At the moment, this can only be inferred from the available data sources and text, and this shall enable researchers to track the contributions of NPOs and Governments independently while detailing best practices and recommendations.

The challenges faced by Not for Profit Organisations in enabling communities to attain resilience need to be monitored and accountability done. The apparent lack of accountable systems both from within some of the Not for Profit Organisations their networks, donors and the governments of operation leads to lack of value for money, especially as seen in the literature review where certain harmful practices are committed/ uncontrolled conflicts that may harm the integrity of the organisations.

5.3 Conclusion

Not for Profit Organisations have a role to play in disaster management and preparedness to enable communities to attain resilience. However, the issues plaguing this research such as the focus on topical issues and limited attention to gaps in this area are still prevalent as shown in the literature review plus chapter 4 and need to be addressed by all stakeholders in addition to NPOs. The Governments' need to play a role as partners of NPOs while also providing the relevant structures, frameworks, support but also harmonising their systems and maintaining a coherent structure that allows for NPOs to operate effectively in their countries, thereby, assisting them to better serve their population both in pre-disaster and post-disaster.

The other key player in this is the community which has shown in the literature through bringing them on board and allowing them to contribute to attainment and enjoyment of resilience which by any stretch of the imagination is providing challenges in its delivery. The literature has questioned the attempts to specialise on specific areas and whether there exists a one solution fits all type of scenario or if there is a need for flexibility, accountability, and openness when dealing with communities in areas of operation by NPOs.

Being the gist of the research NPOs shall conclude the final chapter; since several roles and challenges have been identified in the literature. NPOs for all the work they do, the literature showed not a lot of it is made public, which leaves the assumption that a lot of this information is internally available, and with more resources calling for more engagement with them to access and do more academic research or otherwise. This research was able to show the gaps faced by NPOs, both internally and also in their networks recognised as critical players in disaster management and preparedness. In conclusion, this research showed how NPOs benefit communities affected by disasters even to the extent of playing the role of government in some cases as well as the role of funders, service providers and implementers which ensures the SDGs are met but more so affirms their role in achieving resilience for the communities they operate.

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