

Analysis of Strengths, Weaknesses, Opportunities, Threats in Humanitarian and Disaster Organizations: Literature Review

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ABSTRACT

Indonesia is a country that has a high level of disaster risk. Geographically, Indonesia has a high potential and is very prone to natural disasters such as volcanic eruptions, earthquakes, tsunamis, floods, and landslides. Therefore, humanitarian and disaster organizations have an important role to play in disaster management and management activities. This research was conducted to analyze the strengths, weaknesses, opportunities, and threats faced by organizations engaged in the humanitarian and disaster sector. The research was conducted using the literature review method on 8 research journals published in the last 10 years with the keywords: SWOT analysis, humanitarian organizations, disaster organizations, and disaster management. These were obtained from a search engine in the form of Google Scholar. The results of the study show that the strengths possessed by humanitarian and disaster organizations are the result of a clear legal basis and Standard Operating Procedures. With weakness in the form of a limited budget and supporting facilities and infrastructure owned. Then the opportunity is the existence of coordination and cooperation relationships between agencies engaged in related fields. While the existing threats are in the form of environmental conditions, natural conditions, and participation from the surrounding community, which is still not supported. The conclusion that can be drawn is that humanitarian and disaster organizations in Indonesia are strong enough and effective in implementing disaster management and management, but still need to improve strategies in dealing with existing weaknesses and threats. From the results of the analysis, it is hoped that it can be a reference in formulating strategies to minimize the risk of obstacles and threats in the implementation of these activities.

Keywords: SWOT Analysis, Disaster Organization, Humanity, Disaster Management, Humanitarian

1. INTRODUCTION

The problem of natural disasters is very crucial and continues to coexist in human life. Natural disasters can cause psychological and physical damage. Even work and income are affected by natural disasters [1]. Natural disasters are always viewed by most people as something that is beyond human control. Therefore, to minimize the occurrence of victims due to disasters, public awareness and readiness in dealing with disasters are needed [2]. Disasters in Indonesia often occur in the region, earthquakes, tsunamis, floods, volcanic eruptions, landslides, and so on. Indonesia has many active volcanoes spread across all regions in Indonesia, so it is not surprising that there are many cases of volcanic eruptions in Indonesia, one of which is Mount Sinabung, Karo Regency, West Sumatra Province [3]. Another natural disaster that often occurs is coastal abrasion in

Buton Regency [4]. Floods are also a frequent disaster in Indonesia, such as in big cities like Jakarta. The government has the responsibility to carry out disaster management under Law no. 24 of 2007 concerning Disaster Management. Based on Law no. 24 of 2007 concerning Disaster Management, disaster emergency response is an activity of saving and evacuating victims which are carried out immediately after a disaster occurs to minimize the adverse effects that may occur as a result of the disaster such as increasing victims [5] Disaster management is a series of dynamic and integrated activities carried out in three stages, namely pre-disaster, disaster emergency response, and post-disaster [6] In a disaster, the National Search and Rescue Agency has a role in the disaster emergency response stage, namely conducting SAR (search and rescue) operations. Therefore, the law stipulates that those who have the

authority and responsibility in disaster management are the central government and local governments.

Disaster management aims to ensure the implementation of disaster management in a planned, integrated, coordinated, and comprehensive manner to protect the community from threats, risks, and impacts of disasters based on Government Regulation No. 21 of 2008 Article 2. Natural disasters always cause or cause a lot of damage and casualties, thus encouraging many people to help each other as a form of caring for others. The disaster organizations in Indonesia are the Regional Disaster Management Agency (BPBD), Taruna Tanggap Bencana (TAGANA), the Indonesian Red Cross (PMI), the National Search and Rescue Agency (BASARNAS), which is a government agency or organization. However, there are also non-governmental organizations that are financed by non-governmental organizations or their funds from community voluntary donations, one of which is the Jatinangor Emergency Response Community (Jersey), this is a disaster organization at the sub-district level, namely in Jatinangor District. This organization helps the community when a disaster occurs. A disaster that often occurs in Jatinangor is flooding. Therefore, disaster organizations in Indonesia are very important considering that Indonesia is quite prone to disasters, especially natural disasters. The disaster management process is divided into three, namely 1). Incident management is the response to incidents on-site or directly at the scene. Conducted by an emergency response team formed or field officers according to their respective expertise. Disaster management at this level is technical, 2). Emergency management is a disaster management effort at a higher level that coordinates the location of the incident, 3). Crisis management is at a higher level, for example at the national level or the corporate level for a company experiencing a disaster [3].

Disasters are related to humanity, humanity is an attitude that exists in humans as social beings, humans cannot be separated from the role of others, this is because humans have a conscience to help others too. Humanity issues are also the main thing that needs to be developed amid globalization and modern society which tends to be apathetic towards other communities, as is happening at this time is the indifference of the community to one another related to the development of community welfare in the social, educational, economic and social fields. religion [6]. Humans will need each other and complement each other, this is because humans must also be useful for other humans. Humans are people who uphold goodness and strive to make improvements on earth, so it should be easier right now, to participate in the ranks of "solution bearers" [6]. Caring for others is not just interaction, but more importantly, an activity that has a humanitarian basis, this is very reasonable to do and even has to be taught from an early age to children so that they have a sense of empathy for people who need help.

Activities that aim to provide care, share what they feel, and are oriented to help others. Humanitarian activities during a disaster are so that the rights of the community with the orientation of building a strong civil society have the potential for community development, to expand their work through the development of their activities, starting from emergency response activities, then developing their activities into post-disaster recovery, empowerment and development programs. public. Other studies were also conducted at the stage of a disaster such as that conducted by [7]. regarding evacuation in natural disasters. Then research on community response in post-disaster recovery was found in research [8]. The conclusion of these studies states that local communities need to take action to respond to disasters, both at the pre-disaster, during the disaster, and post-disaster stages. There are many roles of the community in disaster management. Therefore, it focuses on the concept of the community as the main actor in the new paradigm in encouraging disaster management in the surrounding area. In times of disaster, the help of others is very much needed. The purpose of the organizational analysis is to see the strengths, weaknesses, opportunities, and threats faced by organizations engaged in humanitarian and disaster.

2. METHOD

This study uses a literature review method. The literature review method or literature review is a literature search and research carried out by collecting various literature or literature such as books, journals, and publications related to the research topic, to produce an article related to the topic raised. The source of this research data is obtained from the literature obtained through the internet in the form of articles and research journals about humanitarian and disaster organizations. Search for research topics relevant to the research topic raised using the keywords humanitarian organization, disaster organization, SWOT analysis, and disaster management obtained from a search engine in the form of Google Scholar. The research data obtained were eight articles and national research journals published in the last ten years.

3. RESULTS AND DISCUSSION

3.1 Analyzed Journal Articles

The following table 1. are eight journal articles used for analysis The eight journal articles were chosen because they met the conditions described in the previous method explanation. This literature discusses humanitarian and disaster organizations in which we carry out a swot analysis of each organization discussed in the eight pieces of literature.

Table 1. Jurnal Article Data

Author	Year	Title	Journal	Country
Irma Nuraeni	2018	Empowering the Social Potential of the Muslim Community Through the Fast Responsive Action Foundation (ACT) Bandung	Anida (Aktualisasi Nuansa Ilmu Dakwah), 18(1):85-104	Indonesia
Anisa Khairoza, Zikri Alhadi	2019	SWOT Analysis Implementation of Search and Rescue Operations Padang Search and Rescue Office	Jurnal Perspektif: Jurnal Kajian Sosiologi Dan Pendidikan, 2(3): 103-11	Indonesia
Eko Sammara Valentino Turnip, Zikri Alhadi	2019	SWOT Analysis of Padang City BPBD Capability in Reducing Disaster Risk in Padang City	Jurnal Perspektif: Jurnal Kajian Sosiologi Dan Pendidikan, (2)3: 164-169	Indonesia
Bayquni	2019	Effectiveness of the Disaster Response Team (Tagana) Ministry of Social Affairs RI in Policy Implementation Disaster Management in DKI Jakarta	Public Administration Journal, 3(2): 145-157	Indonesia
Muh. Askal Basir	2018	Disaster Risk Management Strategy at the Regional Disaster Management Agency of Buton Regency	MEDIALOG: Jurnal Ilmu Komunikasi, 1(1): 1-8	Indonesia
Muhammad Fedryansyah, Ramadhan Pancasilawan, dan Ishartono	2018	Disaster Management by Local Organizations in Jatinangor District	Share: Social Work Journal, 8(2): 136-141	Indonesia
Andre Lofika Pegi	2019	Indonesian Red Cross (PMI) SWOT Analysis in Carrying out Disaster Risk Reduction in Padang City	JESS (Journal of Education on Social Science), 3(2): 14-30	Indonesia
Nur Khotimah Suri	2015	Disaster Management Agency Performance Analysis Karo District in Effort Mount Sinabung Eruption Disaster Management in Karo District	Perspektif, 8(1): 456-477	Indonesia

3.2 Strength

From the literature obtained, humanitarian and disaster organizations have their respective strengths as shown in the following table Strength analysis is an analysis of the elements of strength or advantages possessed by an organization [9]. Humanitarian or disaster organizations, as can be seen in the table 2, have their respective strengths or strengths, but if analyzed, there are several elements of strength in these organizations.

After being analyzed, some of these organizations have the same elements of strength, one of which is the most visible in terms of legal basis and SOP (Standard Operating Procedure). The existence of a clear legal or regulatory basis will facilitate an organization in carrying out its duties. As in the National Search and Rescue Agency or BASARNAS which is based on Law no. 29 of 2014 concerning Search and Rescue which makes it easier for them to carry out search and rescue operations because the SOP has been regulated in the law [10]. BASARNAS has SOPs for SAR (safe and rescue) or search and rescue operations. This is also in line with what Turnip and Alhadi (2019) said, that the existence of

regulations can be a guide for the Padang City BPBD in carrying out its duties and functions where the programs and activities carried out have a clear basis [11]. The regulations owned by the Padang City BPBD are in the form of a BNPB Head Regulation, Disaster Management Plans, Regional Regulations, Mayor Regulations, and Laws. Likewise, PMI has various kinds of SOPs and has its laws, namely Law No. 1 of 2018 and Government Regulation No. 7 of 2019 [12]. PMI has various SOPs in terms of disasters because PMI organizes disaster management in each phase, namely, pre-disaster phase, disaster emergency response, and post-disaster [12]

In addition to these similarities, one of the dominant similarities is regarding personnel or Human Resources (HR). Humanitarian and disaster organizations need to have trained and qualified members because they will directly deal with the general public and are faced with emergency conditions, which is necessary for members to have adequate skills. Various training and debriefing are needed to be able to create quality members. Human resources at BASARNAS Padang, mainly field personnel, receive education and training so that they

have good enough skills and can work professionally [10]. Aksi Cepat Tanggap or ACT also provides education and training as a form of developing the potential of its volunteer resources (Nareni, 2018). PMI Padang City as a humanitarian organization also has members who are experts in their fields (Pegi, 2019). Education and training and discipline of members are important to be able to support the speed of completion of work [3].

In addition, of course, there are differences in the elements of strength of each organization. One of the differences is in the shape. There are humanitarian or disaster organizations in the form of government organizations such as BASARNAS and BPBD, semi-governmental organizations such as PMI, and non-governmental organizations such as ACT and Jersey. Government organizations certainly have more power in terms of regulations or laws because they are directly supervised by the government so that they get government support. Non-governmental organizations have the power in terms of freedom, one of which is the freedom to determine their own SOPs.

Table 2. Strength of Humanitarian and Disaster Organizations

Organization Name	Strength
Aksi Cepat Tanggap (Bandung City)	<ol style="list-style-type: none"> 1. It is legal 2. Volunteer training available 3. Finances that are transparent & audited by an Independent Public Accounting Firm 4. There is a live report
Badan Nasional Pencarian dan Pertolongan (Padang City)	<ol style="list-style-type: none"> 1. There is a clear legal basis 2. Quality human resources
Badan Penanggulangan Bencana Daerah (Padang City)	<ol style="list-style-type: none"> 1. There are clear rules 2. There is regular coordination with stakeholders
Taruna Tanggap Bencana (Jakarta City)	Patterns of disaster management strategies include pre-disaster, during the disaster, and post-disaster
Badan Penanggulangan Bencana Daerah (Buton Regency)	<ol style="list-style-type: none"> 1. There are procedures designed to provide quality disaster services 2. Use of information technology 3. Dissemination of disaster management programs to the community
Jatinangor Emergency Response Community (Jersey)	<ol style="list-style-type: none"> 1. Many facilities support activities when a disaster occurs 2. Outreach about Jersey to the public 3. There is a program design to provide quality disaster services

Organization Name	Strength
Palang Merah Indonesia (Padang City)	<ol style="list-style-type: none"> 1. Having reliable personnel and specialists in their respective fields. 2. Have a disaster system and SOP. 3. Have their legal basis 4. Have a disaster preparedness group
Badan Penanggulangan Bencana Daerah (Karo Regency)	<ol style="list-style-type: none"> 1. Provide good service and performance 2. Have personnel who are responsive in their fields 3. There is a clear legal basis 4. Have highly disciplined employees

3.3 Weaknesses

From some of the literature obtained, humanitarian and disaster organizations have their respective weaknesses as shown in the following table 3. Analyzing a weakness is very important so that a company can find out what weaknesses it has [9]. Like strengths, there are some elements of weakness in these organizations in common. One of the common weaknesses that are often obtained from various humanitarian and disaster organizations above is the lack of budget which causes the lack of availability of facilities and infrastructure. The existence of a budget is very important so that the availability of facilities and infrastructure to support humanitarian and disaster activities. As stated by Khairoza and Alhadi (2019), facilities and infrastructure influence the success of the implementation of the disaster emergency response, if the limited facilities and infrastructure owned will certainly be an obstacle for the Padang Search and Rescue Office in carrying out SAR operations [10] Likewise for the Padang City BPBD where the lack of equipment is due to the difficulty of procuring goods and a minimal budget and equipment that is no longer suitable for use, has an impact on the Padang City BPBD's inhibition in carrying out disaster management tasks [11]. This is also felt by the BPBD of Buton Regency and BPBD of Karo Regency, where the lack of facilities and infrastructure as well as the budget is an obstacle and results in the lack of timeliness of the Buton Regency BPBD and Karo Regency BPBD carrying out their duties and functions [2]

In addition to the weakness of the budget for funds and infrastructure, another weakness that is shared in some of these organizations is the lack of human resources. Human Resources (HR) in an organization, especially humanitarian and disaster organizations, is very important so that the program can be implemented effectively and efficiently. At the Padang City BPBD, the inadequate number of human resources has resulted in the Padang City BPBD being overwhelmed in carrying out disaster management tasks and functions [11] As is the case with the Buton Regency BPBD, whose members

have carried out their duties quite well and quickly, but are not optimal because they are still lacking in terms of quantity [2]. Likewise, PMI is still lacking in terms of the quantity of personnel or volunteers because it is voluntary [12]. One of the things that can be the cause of the lack of human resources is related to the weaknesses that have been discussed previously, namely the lack of budget. The lack of human resources that the Padang City BPBD has, is due to the lack of a budget for disasters resulting in limited employee recruitment [11].

Table 3. Strength of Humanitarian and Disaster Organizations

Organization Name	Weakness
Aksi Cepat Tanggap (Bandung City)	Finance relies on donations from donors
Badan Nasional Pencarian dan Pertolongan (Padang City)	1. Lack of facilities and infrastructure 2. Limited budget
Badan Penanggulangan Bencana Daerah (Padang City)	1. Insufficient amount of resources 2. Facilities and infrastructure have not met 3. Limited budget
Taruna Tanggap Bencana (Jakarta City)	1. Weak implementation of the coordination function 2. Social and economic problems of disaster victims 3. Facilities and infrastructure have not met
Badan Penanggulangan Bencana Daerah (Buton Regency)	1. The number of employees is less 2. Lack of coordination and communication 3. Provision of limited physical facilities 4. Haven't built a better work culture yet 5. Unexplored sources of income
Jatinangor Emergency Response Community (Jersey)	1. At least field members 2. Unprofessional staff 3. Lack of budget and sophisticated equipment
Palang Merah Indonesia (Padang City)	1. Cannot bind because it is voluntary 2. No disaster risk reduction budget 3. Inadequate facilities and equipment 4. Lack of volunteer members 5. Lack of community participation and awareness 6. Rigid implementation of tasks because they must be following the principle

Organization Name	Weakness
	7. The formation of SIBAT is just an unsustainable formality.
Badan Penanggulangan Bencana Daerah (Karo Regency)	1. It does not yet have the infrastructure to support the performance of handling the burden of the refugees. 2. Lack of coordination between government agencies 3. Not yet have SOP for eruption disaster management

3.4 Opportunities

From the literature obtained, humanitarian and disaster organizations have their respective strengths as shown in the following table 4. Opportunity analysis can be interpreted as opportunities and possibilities that are available and can be used to encourage the development process of the organization or institution concerned [12]. In the analysis of opportunities, it tends to be opportunities obtained from external sources which, if these opportunities can be utilized properly, can support and facilitate the achievement of targets or goals. So that the institution or organization can run and develop better.

As the data from the table analysis of opportunities or opportunities from several humanitarian or disaster organizations above shows that each has opportunities that can support the achievement of its goals and targets. From several humanitarian and disaster organizations analyzed, there are government, semi-government, and non-government institutions.

In implementing disaster, it is not only the responsibility of the government itself, such as BPBD, but it is necessary to have active participation from related institutions as well as semi-governmental, non-governmental, and community organizations so that the strategies and objectives of disaster management can be carried out properly according to the desired goals. [12]

Some of the organizations above have similarities in opportunities, namely receiving support and assistance across disaster and humanitarian organizations. With inter-organizational assistance, it can provide convenience and smoothness in the implementation of disaster management if it can be used properly. The assistance provided took various forms, some in the form of volunteers and social assistance in the form of meeting basic needs for the refugees. Most of the organizations analyzed won the trust of the community [3].

However, after analyzing the government, semi-government, and government organizations, the dominant differences will be found in terms of coordination. In government organizations such as BPBD, it is certainly easier and wider to access coordination with the government. One of the opportunities obtained is the existence of regulations that support BPBD budgeting in the form of SPM [13]. Semi-government organizations have trust and the role of

government programs in disaster management but still, have limitations on access to coordination. In contrast to non-governmental organizations that must try to make more approaches to be able to coordinate across government agencies. Of course, each opportunity must be utilized to provide convenience in carrying out strategies and programs to achieve disaster management goals

Table 4. Opportunities of Humanitarian and Disaster Organizations

Organization Name	Opportunities
Aksi Cepat Tanggap (Bandung City)	<ol style="list-style-type: none"> 1. Collaborating with other institutions (local & global) 2. There is a public trust
Badan Nasional Pencarian dan Pertolongan (Padang City)	Opportunities for collaboration between agencies
Badan Penanggulangan Bencana Daerah (Padang City)	<ol style="list-style-type: none"> 1. The active role of other disaster organizations that assist in carrying out their duties. 2. Actively participating NGOs 3. There are regulations that support BPBD budgeting in the form of SPM
Taruna Tanggap Bencana (Jakarta City)	<ol style="list-style-type: none"> 1. Coordination between other disaster agencies/organizations 2. Facility support cooperation between the organizations involved. 3. Active participation of the community in volunteer activities
Badan Penanggulangan Bencana Daerah (Buton District)	<ol style="list-style-type: none"> 1. Able to meet the expectations of society 2. Formation of work team 3. There is good communication and coordination
Jatinangor Emergency Response Community (Jersey)	<ol style="list-style-type: none"> 1. Formation of work team 2. Able to meet the needs of the community 3. Have a good relationship with the community service
Palang Merah Indonesia (Padang City)	<ol style="list-style-type: none"> 1. Gained the trust of the government and the community because in carrying out their duties they were considered good 2. PMI's name is quite good in the eyes of the government
Badan Penanggulangan Bencana Daerah (Karo District)	<ol style="list-style-type: none"> 1. Gaining public trust in disaster management 2. Get help from other parties 3. BPBD Karo already has a disaster-prone map with

Organization Name	Opportunities
	other disaster organizations

3.5 Threats

From the literature obtained, humanitarian and disaster organizations have their respective threats as shown in the following table 5. Threats can be interpreted as a condition or problem that comes from outside and causes difficulties, but its existence is still only predicted, it will not necessarily occur, the threat is feared to cause serious obstacles or challenges for a certain region or institution, Sjahrial (2014) (Pegi, 2019) In the analysis of threats, consider external factors that can be predicted to cause obstacles in carrying out strategies to achieve goals. Analyzing threats is very important if you ignore the fear that it will interfere with the implementation of the organization or organization in achieving the targets and objectives that have been determined.

In contrast to the weakness or weakness in the analysis of threats, although in general, they both become obstacles in carrying out tasks, the threat analysis is more towards external factors as listed in the table above. After being analyzed several disasters and humanitarian organizations have the same threat, namely the weather and environmental conditions.

In terms of disaster prevention cannot be separated from natural conditions and erratic weather. In this case, it can pose a threat to organizational personnel and disaster victims.

Some independent organizations will be more fixated on regulations from above in the implementation of disaster management, thus limiting the movement of the organization. In this case, it becomes an obstacle for personnel because they will be dependent and not independent even though the conditions of each disaster area and area are different.

Public understanding of disaster management is needed for the smooth implementation of the organization and programs that have been prepared. After being analyzed, there are still people who are apathetic towards disaster and humanitarian organizations. Disaster and humanitarian organizations will have difficulty in the disaster management process if the community is still apathetic to the organization.

Internal organizational conflicts can occur when there is an external organization that interferes. From the results of the analysis, there are still external organizations that use it as political land. In a tiered organization, political land is prone to occur because it depends on the upper level. If the threat is not responded to, it is feared that it will disrupt the organization's performance and the implementation of the programs that have been prepared.

Table 5. Threats of Humanitarian and Disaster Organizations

Organization Name	Threats
Aksi Cepat Tanggap (Bandung City)	Apathetic society
Badan Nasional Pencarian dan Pertolongan (Padang City)	1. Victim's family request 2. Unfavorable weather and location conditions
Badan Penanggulangan Bencana Daerah (Padang City)	1. Disaster threat level 2. Lack of community understanding capacity in disaster risk reduction efforts
Taruna Tanggap Bencana (Jakarta City)	1. HR Professionalism 2. Uncertain natural conditions 3. Public perception
Badan Penanggulangan Bencana Daerah (Buton District)	1. Lack of budget 2. Rapid technological advances 3. Uneven population structure 4. The social environment will experience changes in the future
Jatinangor Emergency Response Community (Jersey)	1. Lack of operating budget 2. People don't understand the danger 3. Lack of the latest modern equipment
Palang Merah Indonesia (Padang City)	1. The PMI organization is used as political land by individuals from outside PMI 2. PMI dependency and no independence
Badan Penanggulangan Bencana Daerah (Karo District)	1. Bad weather and natural conditions 2. Lack of supervision from employees assigned to maintain basic aid storage areas

4. CONCLUSION

Humanitarian or disaster organizations have the same elements of strength, the most dominant of which is in terms of the legal basis and SOP (Standard Operating Procedures), and have competent, trained, and qualified Human Resources (HR). The most common weakness that organizations have in this field is the limited budget they have so that it has an impact on the lack of fulfillment of the facilities and infrastructure owned by the organization. Another weakness that arises is the lack of fulfillment of human resources, while in this field human resource capacity is needed.

Then what becomes an opportunity for humanitarian and disaster organizations is the coordination and cooperation relationship between agencies and other organizations engaged in related fields. With this collaboration in helping each other in the implementation of activities. Meanwhile, the threats to humanitarian and disaster organizations come from natural conditions, the

environment, and the views and participation of the community that are not supportive in carrying out activities.

It can be concluded that the existing humanitarian and disaster organizations in Indonesia are strong and effective in disaster management and management activities, but there is still a need for improving strategies to overcome existing weaknesses and threats. The results of this analysis are expected to serve as a reference for organizational management in formulating appropriate strategies in dealing with existing obstacles and threats.

AUTHORS' CONTRIBUTIONS

AAA, ASF, ARA, HDR, AH, DM contributed to the design and study selection. AAA, ASF, ARA, HDR contributed to the data collection. Meanwhile, AH and DM contributed to the data analysis. All authors write the manuscript.

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