



Roles of CSOs in Coherence

Introduction 2

What does integration look like? 2

CSO roles in integration 2

Local integration: CSO roles at each stage of the planning cycle 3

Planning 3

Implementation 5

Learning 6

Beyond the local: How do CSOs contribute to integration and coherence at other geographic scales? 7

Local government 8

National and subnational government 9

International frameworks 11

Effects of national contexts on CSO roles in integrated DRR 11

Opportunities and challenges concerning coherence in the Philippines and Mexico 12

Conclusion 13

Source references 14

Introduction

The purpose of this paper is to discuss the roles of civil society organisations (CSOs) in coherence, in relation to planning cycles and the different geographical scales at which they have influence. The paper draws on desk research, over 70 case studies submitted by GNDR member organisations and field material gathered in the Philippines and Mexico.

Here's a reminder of how coherence is defined for the purpose of this investigation:

“An approach, processes and actions to integrate implementation of the Sustainable Development Agenda, Sendai Framework for Disaster Risk Reduction, Paris Agreement and New Urban Agenda; in order to increase efficiency, effectiveness, and the achievement of both common and respective goalsⁱ.”

While the term '*coherence*' is used to refer to the linking and integration of frameworks and policies at the institutional level, the term '*integration*' is much more commonly used for implementation activities at local level. This is taken to mean an urban locality such as a municipality or a rural area such as a village or town; the precise meaning of 'local' is context-specific. In addition the majority of our contributors have their roots in DRR (disaster risk reduction), so the term '*integrated DRR*' will be used in discussing their local level activity.

What does integration look like?

Compare two case studies submitted as part of this investigation.

1. The first from West Java, Indonesiaⁱⁱ focuses on challenges faced by the 25 million people living in the Citarum river basin area. The case study reports that development, including building in the area, has increased the prevalence of floods affecting the inhabitants. The case study describes the establishment of a community early warning system and efforts to integrate this into formal early warning systems. As a preparedness activity in response to the threat of flooding, this is clearly valuable.

2. The second, from Tillabéri, Nigerⁱⁱⁱ, describes the problem of flooding in the town caused partly by the runoff from Féri-Féri hill, which lies on the edge of the town and had been deforested as a result of the need for firewood. In this case the response was to address the problem through a collaboration between the community, local government and NGOs to secure land rights to the area, reforestation, planting of other vegetation and anti-erosion works. As a result, flooding has been reduced, livelihoods have been created for animal husbandry and sustainable firewood collection, and the environment has been restored.

The first case represents a focused DRR activity, engaging a range of stakeholders. The second represents an *integrated* programme which has reduced the risk from flooding by addressing its causes, and at the same time has had livelihoods and ecological benefits. These cases illustrate a distinction between DRR and *integrated* DRR.

CSO roles in integration

CSO are involved in integration at all three stages of the planning cycle:

1. **Planning**, *including assessment*
2. **Implementation**, *including financing and capacity building*

3. Learning, including monitoring and reporting

This is a cyclical process, as learning from one cycle of planning and implementation feeds back to further cycles. This is illustrated below:

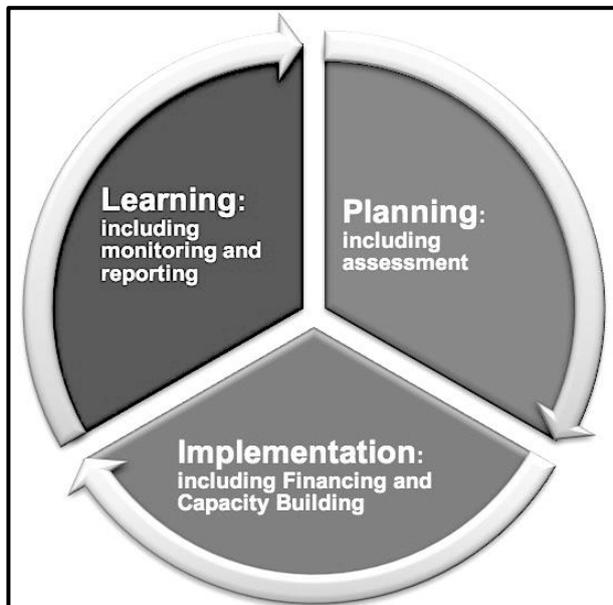


Figure 1. Planning cycle

Local integration: CSO roles at each stage of the planning cycle

Integration depends on tackling each step of the planning cycle in a way which combines analysis of planning and action from DRR, climate change adaptation (CCA) and sustainable development perspectives. This section considers how this can be achieved, drawing on case study examples:

Planning

Effective planning for actions which will be integrated in a locally relevant way depends on gathering contextual knowledge, linking different risk factors and a range of actors who influence these.

The Jokulu community in Kwara state, Nigeria^{iv}, was struck by a massive flood in 2012. However the focus of the state was on response rather than longer term resilience-building so a local CSO drew together women's and youth groups in the community to learn from early warning assessments and develop integrated plans for sustainable climate sensitive agriculture to improve livelihoods.

Planning should also access technical information from remote sources and take account of social, cultural and political constraints. CSOs often play particular roles in facilitating community consultations and bridge-building between local-level actors.

In the Camara district of Bujumbura, Burundi^v, local activity often creates risk through unplanned building and through digging out sand and pebbles for construction, both activities degrading the environment and increasing flood risk. Local people tend to be fatalistic about the consequent disasters. A platform was created through the local CSO drawing together youth and women's organisations with the local government. The group planned education and awareness activities as well as researching funding sources and planning reforestation and watercourse management, integrating disaster reduction and environmental improvement activities.

The remote Mohmand and Bajaur Tribal districts of Pakistan^{vi}, bordering Afghanistan (previously known as the 'Federally Administered Tribal Areas') face a combination of instability from conflict resulting in internal displacement and other hazards including flash floods, earthquakes, droughts and landslides. After the return of displaced populations, an integrated programme of DRR and livelihoods was facilitated by a national civil society organisation which developed a partnership between the government, the national NGO and INGO DRR forum and supporting agencies including the UN WFP and the Swiss SDC. Planning activities built further partnerships with local government and local CSOs to devise an integrated programme for community resilience, combining infrastructure, watershed management, agricultural development, livelihoods, and disaster preparedness.

CSOs engaged in planning sometimes face challenges of the lack of appreciation of benefits of integrated DRR compared to a focus on preparedness and response. They sometimes find resistance to addressing the needs of the vulnerable and to addressing risk-creation through urban development, for example.

In the Philippines, for example, city disaster risk reduction offices sometimes place an emphasis on preparedness and response to large-scale disasters, especially to large-scale disasters with substantial investments in infrastructure and technology after recent experiences of damaging disasters^{vii}. However in some cases they have limited engagement with communities and local ('barangay') government and, as a result there is limited investment in integrated DRR. Vulnerable populations, along the river banks for example, are often dealt with by relocation outside the cities. More collaboration with CSOs can lead to uptake of integrated climate and disaster risk reduction.

CSO roles in integrated DRR planning: summary

- Gather local and contextual information
- Hold participative information gathering consultations with local level actors
- Access remote and technical information
- Advocate for integrated DRR
- Suggest actions to reduce vulnerability



Implementation

CSOs working towards *implementation* of integrated DRR often support training of local community and Local Government Unit (LGU) actors. They also play a part in identifying sources of funding from institutions, trusts, funds, INGOs etc. In addition they are well placed to support community mobilisation, multi-stakeholder partnership-building and coordination.

In Kitui and Makueni counties in Kenya, a programme facilitated by Anglican Development Services Eastern (ADSE) established a structure for supporting local-level projects to enhance climate change resilience. This enabled 1% of the counties' budget for climate change adaptation, along with seed funding from the UK Department for International Development (DFID) and the Swedish Embassy to be allocated to local projects, such as an earth dam which enabled greater agricultural productivity. Resources were still a challenge and of 100 projects put forward only 27 could be funded^{viii}.

In Tshange, near Victoria Falls in Zimbabwe^{ix}, a local CSO drew together a combination of two network structures linking women-led Self Help Groups and Community Resilience Fund groups into a local-level platform which generates and shares both funding and expertise. Clusters were supported by training, which also extended to local government participants, to promote local resource generation, participatory risk mapping, improving water access and promoting food production using climate-sensitive methods to strengthen local resilience. The programmes tap into some support from SIDA. The local level networks, linked to cluster level and federation groupings, enable integrated action to strengthen local resilience.

The citizens of Vunidogoloa in Fiji^x faced severe challenges from sea level rise as a consequence on climate change. After failed attempts at adaptation, local and national government coordinated a programme of relocation of the entire community to a less vulnerable area at Kenani. The programme, facilitated by an INGO, included constructing suitable homes and re-establishing agriculture and other livelihood activities. Relocation is often imposed on communities but in this case the process was participative, integrated and shaped to the needs of the villagers.

In implementing integrated DRR, CSOs face challenges of their own lack of capacity, limited community capacity, passivity and fatalism. They may also struggle to access necessary resources and be constrained in achieving sustainability by time-limited project funding. Bureaucracy and the demands of external plans and requirements may also affect implementation and short electoral cycles may cause disruption of implementation through changes in personnel and policies at the local government level.

In the resilience-building project in Pakistan mentioned above the absence of institutional structures at the local level created a barrier to progress, partly mitigated by the establishment of Resilience Working Groups.

A programme of work in Cadiz in the Philippines^{xi} faces the challenge of short-term political change. With the election of a new mayor, it is not clear whether the positive relationships which underpinned this programme will continue, and at the national level structures for DRR management are changing and may in turn change the current legislation and plans, in turn affecting the Cadiz plan and possibly reducing the current emphasis on CSO participation.

The groups in Zimbabwe face the challenges created by poverty. In particular, women struggle to devote time to the groups and with basic issues such as buying drought resistant seeds.

CSO roles in integrated DRR implementation: summary

- Training
- Mobilisation
- Accessing resources
- Partnership building
- Coordination

Learning

As planning continues through iterative cycles, learning is critical to improving planning and implementation. This includes local level monitoring, community consultations, report production and reflection and learning to feed into next planning cycle. Learning will engage with local government and other actors and may lead to peer-to-peer learning and advocacy. The learning phase is one in which the outcomes of benefits of action form the basis for promoting greater engagement in coming cycles of planning and action.

There are several challenges to effective learning: CSOs tend to be activists rather than learning organisations. There is often a lack of openness at LGU and other levels to learning and reporting from the local level. Project funding requirements lead to an emphasis on success stories rather than learning from challenges and failures.

In the rural community of Madina in Niger's Sahel region, near Niamey^{xii}, drought, crop failure, poverty and malnutrition are increasing problems. Community early warning systems (CEWS) and community managed DRR groups (CMDRR) used the information they gathered to move from a response mode to learning from the data they gathered in order to identify integrated actions to reduce vulnerability and strengthen livelihoods. Such actions included producing drought tolerant seeds, training farmers on conservation farming, flooding and soil erosion control, and road management to improve and maintain access to markets and other services.

In Cameroon the coastal community of Turbe^{xiii} is also experiencing the effects of climate change, affecting flooding, salt water incursion and decreasing fish stocks. A local CSO has helped the community engage in cycles of reflection and action leading to an integrated approach to risk and resilience. They have worked on coconut tree planting to reduce coastal erosion and established a new school, but they still face further challenges such as access to fresh water.

CSOs can also share learning from local actions more widely to support scaling up of integrated DRR and advocacy for support at other levels, as in the examples below.

The resilience-building programme in Zimbabwe strengthens local-level peer-to-peer learning through local networks and, through links with local government and the Huiarou Commission, is able to share learning both nationally and internationally.

In Peru, Risk Management and Climate Change Adaptation Driving Groups (GRIDES)^{xiv}, active in 12 regions of the country, have promoted horizontal learning between organisations active

in DRR, CCA, sustainable development and urban development. Shared learning has enabled them to promote resilience at the local level through training activities.

Learning from challenges and failure is important to improve planning and implementation.

The relocation programme in Fiji resulted from learning from an earlier planning cycle based on in-situ adaptation, which was unsuccessful, emphasising that learning may come from failure, not just from successes, and demonstrating the need for iterative cycles of learning and action based on an honest and open analysis.

If actors such as LGUs are not receptive to learning, this limits the ability to improve planning and implementation.

The integrated DRR and livelihoods programme in the Mohmand and Bajaur Tribal districts of Pakistan found that reporting at the local level was not considered at other levels of government, limiting learning from the action.

Weak links between LGUs and communities in some cities in the Philippines contribute to a continued emphasis on response rather than integrated, locally relevant DRR.

CSO roles in integrated DRR learning: summary

- Monitoring
- Community consultations to review action
- Reporting
- Building the participation of all relevant local actors
- Peer-to-peer learning
- Advocacy

Beyond the local: How do CSOs contribute to integration and coherence at other geographic scales?

Whilst CSOs primarily work at the local level, they may have influence at other levels. In this study we focus on four levels. The local level has already been discussed above. Further levels are:

Local government: The level of government directly engaging with local communities (though governmental organisation varies in different localities).

National and subnational government: The levels at which legislation, policies and budgets are established and managed. These vary from country to country; in some cases there may be a unitary national government, in others there are federal, state and provincial levels of government.

International: Institutions such as UN agencies, regional and global development banks, regional governmental groupings, bilateral donors and INGOs establish frameworks, promote programmes and provide funding.

In this section the opportunities and challenges CSOs face in supporting local integration and institutional coherence at these geographic levels are examined.

Local government

LGUs often face a large volume of plans and reporting from above, while they often have weak relationships and understanding of local communities and civil society actors. Their emphasis tends to be on preparedness and response and often prioritises middle classes and business rather than vulnerable groups due to pressures from the top-down demands outlined above contrasted with limited local representation. There may be suspicion between CSOs and LGUs. These factors result in a failure to monitor or learn from the local level. CSOs can address these challenges by forging positive relationships and developing understanding of structures and processes in local government. They can demonstrate useful contributions to action while avoiding becoming co-opted service delivery agents. They may also provide valuable expertise and training.

Where CSOS are able to engage with government officers and structures they can facilitate effective implementation of integrated DRR.

In Kenya, a programme for climate change adaptation and resilience (see above) was enabled through CSO ADSE's work with county governments, to establish supporting legal frameworks and structures.

The coastal city of Seberang Perai in Malaysia^{xv} is exposed to the effects of sea level rise resulting from climate change. It has developed an ambitious integrated plan, including a city-wide risk analysis, leading to a sustainability and resilience programme alongside humanitarian and response efforts. CSOs are included as stakeholders in the development and delivery of this plan.

The City of Cadiz in the Philippines^{xvi} was stimulated by the impact of Typhoon Haiyan to develop an integrated five-year plan for DRR and CCA to strengthen its commitment to sustainable development and poverty reduction. This work was facilitated by INGO Tearfund, who enabled the creation of a technical working group, drawing together the various government departments, which had previously not collaborated. Linking the planning department, the department of interior and local government, the department of social welfare and development, the city health office, the electricity, water and the city engineer's office, enabled an integrated programme to be established in the city.

In Cebu City, positive relationships between local actors and a government provincial DRR manager (partly reflecting the manager's background in a civil society organisation) led to support for a local programme of integrated DRR and development in Jagobiao barangay^{xvii}.

However sometimes the political and regulatory environment creates challenges for CSO involvement.

In the Philippines, municipal authorities are required by law to include 40% representation of civil society organisations in development councils^{xviii}. However often this level of representation isn't achieved. This is partly because CSOs and LGUs report difficulties in relationships between these actors and the very local level of government, 'barangays'^{xix}. LGUs tend to regard CSOs as 'activists' and barangay government as 'political'.^{xx} They may restrict their involvement, instead appealing directly to communities, or select only the CSOs they regard as acceptable and supportive^{xxi}.

LGUs in turn face challenges resulting from legislative and bureaucratic pressures.

LGUs in the Philippines struggle under the burden of administering over 30 separate local level plans, being driven in some cases to simply ‘cut and paste’ plans to satisfy legal requirements, and concentrating on ‘compliance’ with the detailed targets rather than strategic and sustainable development^{xxii}.

Red Cross Mexico has maintained income streams for local level work but finds relationships with LGUs difficult because of the above factors. Relationships are stronger in indigenous community areas as there is stronger and more coherent social demand from the community level, leading to more responsive LGUs and more scope for collaboration^{xxiii}.

CSOs may experience limiting factors in engaging with LGUs resulting from the economic and political environment they face.

In Mexico, CSOs face the challenge of progressively reduced external funding. INGOs have left, handing over brand identity to local organisations; but as a result this income stream has also been lost^{xxiv}. Shortage of resources weakens relationships between CSOs and leads to CSO competition^{xxv}.

CSOs in Mexico also face the challenges of a complex legal structure of general, federal and state law and an LGU focus on civil protection and disaster response rather than integrated DRR^{xxvi}.

CSO roles in engaging with LGUs for integrated DRR: summary

- Develop positive relationships with LGUs
- Promote learning from local level
- Demonstrate useful contributions to developing integrated DRR
- Provide expertise
- Provide training
- Peer-to-peer learning
- Advocacy

National and subnational government

Beyond the local level this investigation has found very limited evidence of engagement of CSOs with the policy levels of government – national, federal, state and provincial. There is limited ability for CSOs to engage with or influence national or subnational government. At this level of government different agencies such as civil protection, military, environment and health departments often have overlapping responsibilities. Understanding at the national level of international frameworks can be limited. There is potential for CSOs to engage through national networks creating influence and engagement not possible individually.

In some cases individual CSOs and networks of CSOs have been able to influence national policy and budget allocations.



The CSO working with the Jokulu community in Nigeria exerted influence through their work locally to establish structured contingency planning in Kwara state, which in turn affected the budgets for the state.

The GRIDES groups in Peru have worked at the regional level to promote integration and decentralisation of DRR and CCA, becoming advisory groups to regional governments in some cases. They have used the *Views from the Frontline* programme to formulate community level policies and plans. At the national level they have influenced law for the creation of a national DRM system, policy and plan, climate change law and policy, and the Reconstruction Plan with Changes after Floods, as well as the formulation of recommendations for greater local participation.

In the Philippines, DRRNetPhils is an example of a network which creates opportunities for influence which would not be possible for individual CSOs^{xxvii}. For example the network played a part in establishing new DRR legislation with elements of local funding.

Other cases demonstrate the challenges of engaging with governments to influence policy and legislation.

The resilience-building programme in Zimbabwe finds that a challenge is being heard by policy-makers at the local and national government level in order to influence policy and budgeting.

The CSO in Burundi finds, similarly to many other organisations, that municipal government is focused on response to disasters and shows little interest in resilience-building activities. It also highlights the lack of any systems at the local and national level for data collection regarding risk and disasters.

In Mexico, a downturn in resourcing and INGO presence – reflecting a shift of focus away to other regions on the basis that they experience higher levels of poverty – has led to the collapse of CSO networks which were able to engage with government. There has also been a reduction in collaboration between resource-hungry CSOs, limiting further the ability of civil society to play a role in influencing coherence and integration^{xxviii}.

CSO roles in engaging with national and sub-national government for integrated DRR: summary

- The ability of CSOs to influence national and sub-national government appears very limited
- CSOs can act as ‘bridge-builders’ between government agencies which are often ‘siloed’ with different ministries having overlapping responsibilities
- CSOs can engage, through networks for example, in advocating for greater awareness of international frameworks with government agencies who sometimes have limited understanding of these
- CSOs may achieve greater influence at the national and sub-national level by forming national networks

International frameworks

International frameworks concerned with DRR, CCA, Sustainable Development and the New Urban Agenda depend on engagement nationally and implementation locally. GNDR's *Views from the Frontline* reports examining progress on the DRR framework, have repeatedly demonstrated a gap between these global frameworks and local implementation^{xxx}. There is very little evidence in the case studies and fieldwork of such linkages. International networks, INGOs and sympathetic bilaterals play a role in linking international frameworks to local implementation and providing reporting and advocacy.

In some cases, enlightened governments and non-government institutions may promote more effective linkages.

Seberang Perai, Malaysia's four-year plan for risk reduction, climate change adaptation and sustainable development is integrated with global goals for disaster reduction, climate change adaptation and sustainable development in the urban context.

In Mexico institutions including the Rockefeller Foundation, UNDP and GIZ promote integrated and resilience focused actions^{xxx}.

In other cases there are barriers to effective linking of international frameworks to national policy and local implementation.

The integrated resilience-building programme in Pakistan mentioned above faces the challenge that there is no formal system to monitor progress from the work and link it to international frameworks.

Though in the Philippines the National Development Plan considers global frameworks and commitments together with mandates from laws and on the ground realities and challenges^{xxxi}, the Philippines DRR network feels there is a growing gulf between these plans and international frameworks^{xxxii}.

Engagement with CCA is a particular challenge as agencies and organisations concerned with this tend to be technical, scientific and lacking a national and local focus. For example, the CCA organisation Aksyon Klima in the Philippines has only recently recognised that it needs to shift its focus from international to national^{xxxiii}.

CSO roles in engaging with international frameworks for integrated DRR: summary

- Networks, INGOs, foundations etc may exert influence on strengthening links between international frameworks and national policy.

Effects of national contexts on CSO roles in integrated DRR

Case studies indicate very diverse national contexts, affecting the opportunities for CSOs to strengthen integration and coherence, and also affecting the challenges they face. Fieldwork conducted in two countries, Mexico and the Philippines, reveals contrasts in opportunities for CSO roles in strengthening integration and coherence, but also some similarities in the challenges faced. The table below considers the *enabling environment* for strengthening coherent action, the state of the *civil society sector* as a force for change, access to necessary



resource support, ability to translate policy into practice, the degree of cross-scale collaboration necessary to enable vertical coherence, and the underlying commitment to the SDG goal 'leave no-one behind'.

Opportunities and challenges concerning coherence in the Philippines and Mexico

Coherence Characteristic	Philippines		Mexico	
	Challenges	Opportunities	Challenges	Opportunities
<i>Enabling environment</i>	Complexity of internal planning structures and governmental structure	DRR and CCA principles embedded in legislation	Institutionalisation of DRR and CCA limited and fragmented (distinct general law, federal law and state law)	New government engaging with international frameworks
<i>Strong CSO sector</i>	Weak relationships between CSOs and LGUs	Well-developed CSO sector and networks	Shrinking and under-resourced CSO sector	Government transition and partnerships with private sector
<i>Resource support</i>	LGUs have limited budgets for integrated implementation of DRR/CCA/SD	Access to international and INGO funding	Limited government budgets and under-resourced CSO sector	'Zero budget' process reallocating funding in government transition
<i>Translating policy into practice</i>	Implementation has a response focus	Exposure to frequent intense disasters creates motivation for action	Emphasis on civil protection rather than resilience	Incoming government open to new thinking: possibly separate civil protection from DRR/CCA/SD
<i>Cross-scale collaboration</i>	Weight of number of national and local plans and targets leads to a focus on compliance rather than coherence	CSOs brokering collaboration between actors at the local, municipal, provincial and national scales	Limited trust in government at the local and national scales and limited engagement with international frameworks	Input of academic and research actors, influence and professionalise government officers



<i>Leave no-one behind</i>	Municipal planning and action sometimes deals with vulnerable populations by relocation	Public concern about poverty	Not only poor but middle classes vulnerable as a result of corruption, crime, and violence	Interest in embracing SDGs by Ministry of Foreign Affairs
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The table suggests that in the Philippines considerable progress has been made in developing policy and legislation embracing DRR and a degree of coherence with CCA and the SDGs. The civil society sector is well developed and active. However translation of policy into practice faces challenges of planning and reporting structures which drive LGUs towards compliance rather than coherence and are impeded further by poor relationships between LGUs and CSOs and communities. The challenges in Mexico are in some ways deeper as policy and legislation are more limited and fragmented by the complex structure of general, federal and state law. CSOs make a limited contribution as the sector is weak. Recent political change may lead to progress, depending on how much influence academia, civil society and international frameworks have on policy development.

Conclusion

This discussion paper has drawn on case studies and field visits to identify CSO roles, opportunities and challenges at each stage of the planning cycle and at different scales of governance from local to global. It finds many examples of progress in integration at the local level and some examples of engagement with LGUs. It finds challenges to CSO roles at these levels and also finds little evidence of national and international engagement to strengthen coherence.



Source references

- ⁱ Adapted from Pearn, G. 'Guidance Note: Coherence Concepts And Practices'. Draft, November 2018. GiZ
- ⁱⁱ Case study 34: Indonesia, community flood mitigation
- ⁱⁱⁱ Case study 33: Niger, Replanting for erosion and flood control
- ^{iv} Case study 50: Nigeria women and youth in DRR
- ^v Case study 31: Burundi integrated community development
- ^{vi} Case study 12: Pakistan rural resilience building
- ^{vii} interviews with LGU officers, CDP and DRRNetPhils, Manila, and KAABAG, Cebu City
- ^{viii} Case study 8: Kenya local climate governance
- ^{ix} Case study 30: Zimbabwe community resilience building
- ^x Case study 29: Fiji community relocation
- ^{xi} Case study 23: Philippines integrated DRR and CCA in Cadiz
- ^{xii} Case study 55: Niger, DRR and CCA for rural resilience
- ^{xiii} Case study 40a/40b: Integrated DRR and CCA
- ^{xiv} Case study 73: Peru Groups for Risk Management
- ^{xv} Case study 70a: Coherence case study.
- ^{xvi} Case study 23: Philippines integrated DRR and CCA in Cadiz
- ^{xvii} Field visit Barangay Jagobiao, Cebu City.

- ^{xviii} Interview with EMI. Manila.
- ^{xix} Interviews with CDP, Manila and LGU DRR officer.
- ^{xx} Interview with KAABAG, Mandaue City, Cebu.
- ^{xxi} Interview with EMI, Manila.
- ^{xxii} Interviews with CDP, Manila, KAABAG, Cebu City, and DRRNetPhils, Manila.
- ^{xxiii} interview with Brenda Avila Flores: Mexican Red Cross

- ^{xxiv} Interview with Ana Lucía Hill Mayoral: Centro de Resiliencia y Desastres del Tecnológico de Monterrey.

- ^{xxv} Focus group discussion, Veracruz, Mexico.
- ^{xxvi} Interviews with Jorge Luis Paz Diaz: Colegio Mexicano de Profesionales en Gestión de Riesgos y Protección Civil. A.C. and with Neftalí Gómez. Executive Director, REDESCUBRE

- ^{xxvii} Focus group discussion with DRRNetPhils, Manila
- ^{xxviii} interview with Jorge Luis Paz Diaz: Colegio Mexicano de Profesionales en Gestión de Riesgos y Protección Civil. A.C. Mexico
- ^{xxix} See VFL 2009,2011 and 2013 reports at <https://www.gndr.org/programmes/vfl/itemlist/category/168.html>
- ^{xxx} Interview with Ana Lucía Hill Mayoral: Centro de Resiliencia y Desastres del Tecnológico de Monterrey.

- ^{xxxi} Interview with CDP, Manila
- ^{xxxii} Interview with DRRNetPhils, Manila
- ^{xxxiii} Interview with DRRNetPhils, Manila