



Research Article

© 2023 Norhasni Zainal Abiddin and Ihsan Ro'is.
This is an open access article licensed under the Creative Commons
Attribution-NonCommercial 4.0 International License
(<https://creativecommons.org/licenses/by-nc/4.0/>)

Received: 17 April 2023 / Accepted: 16 August 2023 / Published: 5 September 2023

A Systematic Review on Non-Governmental Organization Role and Strategies During COVID-19 Pandemic

Norhasni Zainal Abiddin^{1*}

Ihsan Ro'is²

¹National Defence University of Malaysia,
57000 Kuala Lumpur,
Malaysia

²Universitas Mataram,
Jl. Majapahit No.62, Gomong,
Kec. Selaparang, Kota Mataram,
Nusa Tenggara Bar. 83115,
Indonesia

DOI: <https://doi.org/10.36941/ajis-2023-0131>

Abstract

Negative impact from pandemic of COVID-19 suffered the whole world. Either its government or non-government sectors, all of these has been critically challenged by the pandemic. To understand the situation better, we had systematically reviewed existing academic articles from all around the world to discover what is the roles played by the NGOs in facing the pandemic and also the strategies used by them for community development during the pandemic. The existing articles with different research approaches had reported four categories of roles played by the NGOs including (1) a consultant on health awareness; (2) basic necessities provider; (3) training provider for NGOs in pandemic related skills; and (4) educator for COVID-19 awareness. As for the strategies, there are three strategies used in by the NGOs in facing the pandemic including: (1) an innovative technology approach; (2) collaboration for coordination; and (3) capital raising through funding. These roles and strategies slightly differ from existing roles of NGOs as it focusses more on managing the pandemic among the community as well. Nevertheless, further research is needed to explore more on how collaboration between government and NGOs can improved the community development.

Keywords: Non-Governmental Organization, Systematic Review, Community Development, NGO, COVID-19

1. Introduction

Non-governmental organizations (NGOs) are an organization that is both independent from the government and the business sector. The purpose of NGOs is not to serve the interests of a narrow group of people or to generate profit, but rather to serve the public interest (Binder-Aviles, 2012). Overall, NGOs is an independent, impartial and neutral agency, which provide relief, rehabilitation, reconstruction or development assistance to the societies without any profitable interest. To this date, there are thousands of NGOs worldwide with different focus for the community development.

Since the COVID-19 pandemic hit, there have been 629,978,289 confirmed cases of COVID-19

reported, with 6,582,023 deaths (WHO, 2021). This pandemic has posed many challenges to the world, not only in the health and safety realms, but also financially due to the global recession that took place during the pandemic (Geekiyana et al., 2021). With high inflation, the labour market itself is facing risks with reports that stated on labour markets being increasingly negative in terms of both employment creation and job quality, which also has important implications for inequality (ILO, 2022). This led to limited access to resources including finance and food for the community (Komin et al., 2021) which eventually disrupts the community's stability holistically. There have been a number of new adaptations, including a reduction in social and economic activities in both cities and rural communities, along with a reduction in the commercialization of food by traditional agriculture (Coriolano & de Oliveira, 2021).

2. Literature Review

In general, COVID-19 itself had a wider impact on the most socially vulnerable and marginalized populations, suffering for structural discrimination and uncertainty. Those living in slum communities, for example, had been heavily impacted by this pandemic since their condition left them incapable of socially remove themselves, lacked access to masks and water for washing, and required behavioural instruction to reduce their exposure to COVID-19 contamination (Petee, Hempton, Peteet, & Martin, 2020). Furthermore, as for the urban community, vulnerability caused by COVID-19 includes lack of primary health care, food shortage, loss income, poor housing, loss in trust in governance, lack of water, sanitation and hygiene and stigma of COVID-19 (Ningrum & Subroto, 2022). In addition, job opportunities and livelihoods had been negatively affected by COVID-19 in cities, especially among those involved in urban production, input supply, and marketing (Murdad et al., 2022). With all this issue that took place, the sustainability of human life is in jeopardy (Rela et al., 2022).

As one of the players in assisting community development, the non-governmental organization (NGO) are facing issues and challenges due to the pandemic. In general situation, the NGO play different roles than the government in supporting the community. There are four important roles of NGOs listed by (Young & Dhanda, 2017) including social development, sustainable community development, sustainable development, and sustainable consumption. This specifies how NGO work closely with the society, or the community. As in Kuala Lumpur, Malaysia, there has been situation whereby the NGOs assist the Kuala Lumpur City Hall in segregating foods and medicine to the community affected by the pandemic, especially in those MCO areas.

Nevertheless, due to the pandemic, NGO had faced several issues related to the community as many NGOs have faced lock down periods for several months as opposed by the government as mean to contain the virus which had limit their activities and planning (Larmar et al., 2021). This effected the effectiveness of their planning especially for the continuous programs. With the lock down that had increase demand on several supplies by the society including food aid, shelter and other basic necessity (Santos & Laureano, 2022), NGOs faced urgency to serve this community needs while other NGOs contributes in terms of monetary and daily supply donation to the city hall for the community.

NGO also has difficulties in sustaining their workforce due to the pandemic crisis. In addition, COVID-19 also adversely affected NGOs' activities related to social and rural development towards sustainable development. This will affect the effectiveness of the organization. Since NGO is an independent organization that focus on the community development, finance has become one of the main issues. COVID-19 does nothing more than exacerbate the situation. According to (Geekiyana et al., 2021), the financial and support limitations faced by the NGO during the COVID-19 pandemic led to the NGO's inability to engage in community engagement.

Given the government's lack of proper health facilities, insufficient health workers, extensive food supply chains, and minimal social security, the contribution of non-governmental organisations (NGOs) cannot be overstated (Ningrum & Subroto, 2022). Despite this desperate situation, experts

from NGOs and industries are reported to be left behind and sometimes neglected during drafting of any Standard of Procedure (SOP), guidelines, acts, regulation and policy (Kasmani et al., 2021). This somehow portray the importance of NGOs to be misleading. Thus, it is important to study on these roles and strategies used by the NGOs in facing the COVID-19 pandemic for the community development. A literature review represents an opportunity to look at how the NGOs react to the challenges caused by the COVID-19 pandemic in ensuring the community development. Therefore, this review aims to characterized the existing research on NGOs during the COVID-19 pandemic while exploring the following: What are the roles of NGOs in assisting the government organization facing the COVID-19 pandemic? (Binder-Aviles, 2012), What are the strategies used by the NGOs to ensure the community development during the COVID-19 pandemic? (WHO, 2021).

3. Methodology

This section explained the methodology used in this study. The systematic review of academic literature in this study was conducted to identify any published information on the roles and strategies used by the NGOs during the COVID-19 pandemic. The review also discovered the challenges faced by the NGOs during the time. Two distinctive open access databased were used to search the articles with keywords and search strings related to NGOs and COVID-19 pandemic. The search was conducted in November 2022 and results were restricted within the period of 2019 to 2022. This section explained the steps in the systematic review procedure that consisted of four steps. The steps are identification, screening, eligibility and exclusion of duplication and data abstraction and analysis.

3.1 Identification

Literature from two open access databases was searched for academic literature which is Google Scholar and Wiley Online Library. Both databases were used as these are among the mostly used open database nowadays and as for Google Scholar, it is said to perform the best compare to other open access databases (Martín-Martín et al., 2018) and (Xiao & Watson, 2019). The search was done using suitable keywords and Boolean operators including Non-Governmental Organization OR NGO OR NGOs AND Community development AND strategies OR roles AND COVID-19 OR Pandemic. Table 1 shows the keywords and search string used in this study. Searches within the two databases has resulted a total of 441 academic citations that is related to the aim of study whereby 434 citations from Google Scholar and 7 citations from Wiley Online Library. All citations were download for screening process.

Table 1. Keywords and Search Strings

Databases	Keywords Used
Google Scholar	All in title: "Non-Governmental Organization" OR "NGO" OR "NGOs" AND "Community development" AND "strategies" OR "roles" AND "COVID-19" OR "Pandemic"
Wiley Online Library	"NGO" in Title and "community development" anywhere and "COVID" anywhere

3.2 Screening

The purpose of screening process is to remove any similar articles or duplicate (Shaffril et al., 2019). The screening process was done by a single reviewer (NH) by referring to predefined inclusive and exclusive criteria. The citation will be used for full text review if it fulfils the inclusion criteria. The inclusion criteria for finding publications are: article regarding roles and strategies of NGOs and community development during pandemics and other; published in English; between 2019 and 2023

given that the COVID-19 epidemic began to harm the community and continues to do so; and publications in the format of research articles. Publications with following criteria were dropped from this review: focus other than the NGO; community development and COVID-19; published in other language; before 2019; and publication in form of news, blog, webpage, books, chapter in books, and conference proceedings.

3.3 Eligibility and Duplication Exclusion (Manual Screening)

A process of eligibility involves manually selecting or excluding articles based on the authors' specific criteria (Samsuddin et al., 2020). Eight citations were removed beforehand because of duplication, leaving total of 411 citations for manual screening.

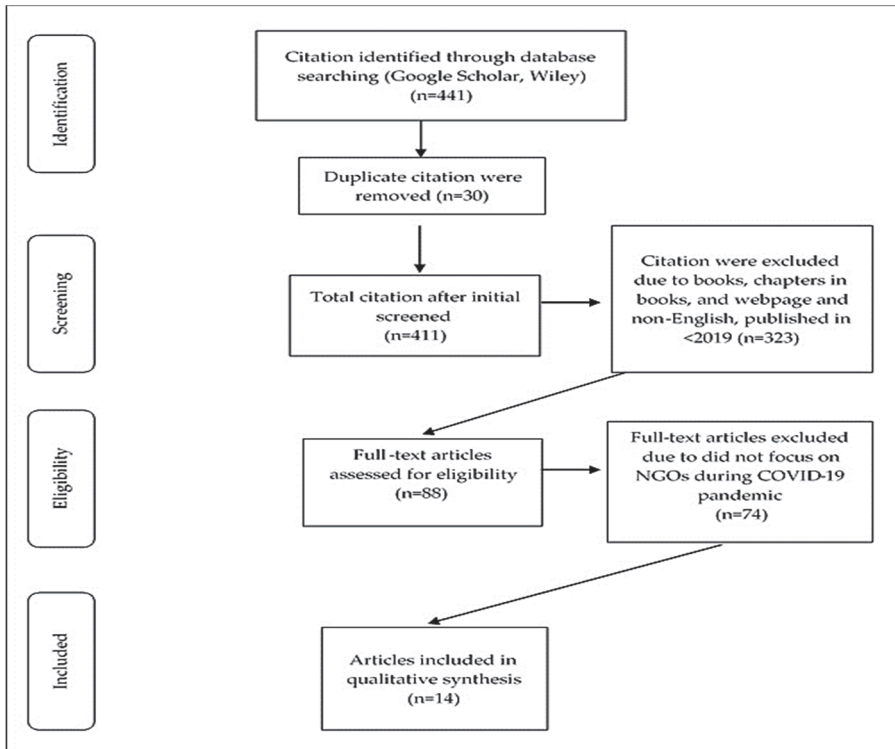


Figure 1. Shows the process of the systematic review (Shaffril et al., 2019).

An initial screening process was done according to the title and abstract had yielded 88 items for full text review. Two reviewers (NH and MH) were tasked to read the full text and made independent decisions based on the inclusion and exclusion criteria above. Both reviewers decided to accept or reject the articles with any disagreements resolved through discussion between them. Overall, 14 articles have been identified to be accepted for data abstraction and analysis in this study by meeting the inclusion criteria. All articles were published in online journal.

4. Result

Result in this paper was discussed into two sections. The general findings report on the background

of the articles while the main findings report on the categories emerged in this study.

4.1 General Results

This study had involved 14 articles from all over the world. The country of the origin includes Brazil (Coriolano & de Oliveira, 2021), Cambodia (Henley et al., 2021), Thailand (Lau et al., 2021), Malaysia (Murdad et al., 2022), Nepal (Larmar et al., 2021), Hong Kong (Lau et al., 2021a), Indonesia (Rela et al., 2022), India (Peteet, Hempton, Peteet, & Martin, 2020) and five articles involved global data since it is a review article (Geekiyana et al., 2021); (Ningrum & Subroto, 2022);(Santos & Laureano, 2022); (Sajjad & Eweje, 2021) and (Juhász & Hetesi, 2023).

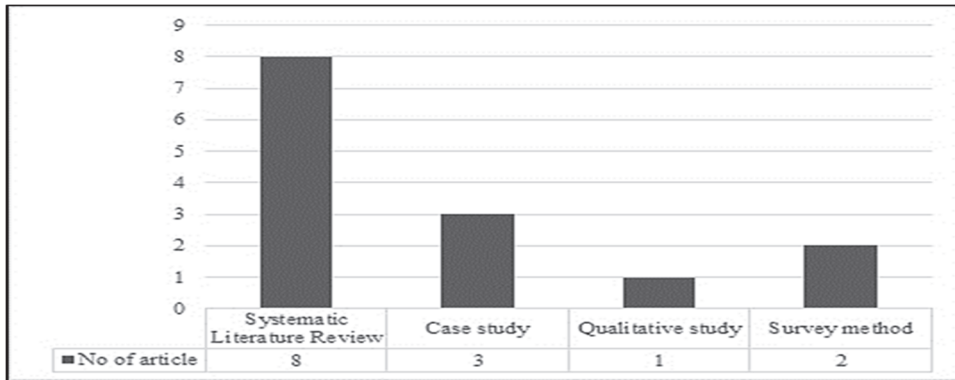


Figure 2. Number of Articles Based on Type in This Study

Even though this study determines the year of article to be from 2019 till 2023, all of the articles involved in this study comes from the year of 2020 till 2022. Majority of articles were from 2021 with 8 articles, 2022 with 4 articles and 2020 with only two articles. From these 14 articles, eight articles were systematic literature review article, three articles were case study articles, two articles were descriptive article with survey method and one qualitative article. Figure 2 shows the type of articles involved in this study. The details of the 14 articles on NGOs during COVID-19 pandemic is shown in Table 2.

Table 2. Details on The 14 Articles on NGOs During COVID-19 Pandemic Identified Through Systematic Review of Article Journals

Author	Title	Source	Information on NGOs During COVID-19
Coriolano & Oliveira, 2021	Impact of the COVID-19 Pandemic on Agroecological Family Farming in the Backlands Territory from Araripe in Pernambuco	<i>Fórum Ambiental Da Alta Paulista</i>	Acknowledgement of changes in strategies used by NGOs to approach the community due to the COVID-19 pandemic focusing on the technology
Geekiyana et al., 2021	Mapping participatory methods in the urban development process: A systematic review and case-based evidence analysis	<i>Sustainability (Switzerland)</i>	Acknowledgement of changes in strategies used by NGOs to approach the community due to the COVID-19 pandemic
Henley et al., 2021	Social Work in the Time of COVID-19: A Case Study from the Global South	<i>British Journal of Social Work</i>	Acknowledgement of changes in strategies used to approach the community due to the COVID-19 pandemic and the new roles play by the NGOs
Komin et al., 2021	COVID-19 and its impact on informal sector workers: a case study of Thailand	<i>Asia Pacific Journal of Social Work and Development</i>	Acknowledgement of changes in strategies used by NGOs to approach the community due to the COVID-19 pandemic
Larmar et al., 2021	Strengthening community engagement in Nepal during COVID-19: community-based training and development to reduce child labour	<i>Asia Pacific Journal of Social Work and Development</i>	Acknowledgement of changes in strategies used to approach the community due to the COVID-19 pandemic and the new roles play by the NGOs in Nepal
Lau et al., 2021	Hong Kong under COVID-19: Roles of	<i>International Social</i>	Acknowledgement of changes in strategies used to

Author	Title	Source	Information on NGOs During COVID-19
	community development service	Work	approach the community due to the COVID-19 pandemic and the new roles play by the NGOs focusing on employment issues
Murdad et al., 2022	Ensuring Urban Food Security in Malaysia during the COVID-19 Pandemic - Is Urban Farming the Answer? A Review	Sustainability (Switzerland)	Acknowledgement of changes in strategies used to approach the community due to the COVID-19 pandemic and the new roles play by the NGO in Malaysia
Narasri et al., 2020	Management of food insecurity in the COVID-19 pandemic: a model of sustainable community development.	Health Care for Women International	Acknowledgement of changes in strategies used to approach the community due to the COVID-19 pandemic and the new roles play by the NGO
Ningrum et al., 2022	Urban Community Resilience Amidst the Spreading of Coronavirus Disease (COVID-19): A Rapid Scoping Review.	Sustainability (Switzerland)	Acknowledgement of changes in strategies used by NGOs to approach the community due to the COVID-19 pandemic
Okafor, 2021	Role of the social worker in the outbreak of pandemics (A case of COVID-19).	Cogent Psychology	Acknowledgement of changes in strategies used to approach the community due to the COVID-19 pandemic and the new roles play by the NGO
Peteet et al., 2020	Asha's response to COVID-19: Providing care to slum communities in India.	Christian Journal for Global Health	Acknowledgement of changes in strategies used to approach the community due to the COVID-19 pandemic and the new roles play by the NGO focusing on local community
Rela et al., 2022	COVID-19 Risk Management and Stakeholder Action Strategies: Conceptual Frameworks for Community Resilience in the Context of Indonesia.	International Journal of Environmental Research and Public Health	Acknowledgement of changes in strategies used to approach the community due to the COVID-19 pandemic and the new roles play by the NGO
Sajjad & Eweje, 2021	The COVID-19 Pandemic: Female Workers' Social Sustainability in Global Supply Chains.	Sustainability	Acknowledgement of changes in strategies used to approach the community due to the COVID-19 pandemic focusing on woman
Santos & Laureano, 2021	COVID-19-Related Studies of Non-profit Management: A Critical Review and Research Agenda.	Voluntas	Acknowledgement of changes in strategies used to approach the community due to the COVID-19 pandemic and the new roles play by the NGO focusing on the education institution

4.2 Main Results

The systematic review of the existing article journals has produced several interesting outcomes in terms of role of NGOs and their strategies. Through analysis done, the categories and sub-categories were identified to answer the research questions in this systematic review. Table 3 shows the details of the categories and sub-categories identified in this systematic review.

Table 3. Details of The Categories and Sub-Categories Identified in This Systematic Review

No	Categories	Sub-Categories	Articles
1	Strategies During COVID-19 Pandemic	Innovative Technology Approach	Coriolano & Oliveira, 2021
			Komin et al., 2021
			Rela et al., 2022
			Ningrum et al., 2022
			Henley et al., 2021
			Santos & Laureano, 2021
			Peteet et al., 2020
			Larmar et al., 2021
		Collaboration for Coordination	Henley et al., 2021
			Larmar et al., 2021
			Ningrum et al., 2022
			Rela et al., 2022
			Okafor, 2021
		Capital Raising Through Funding	Murdad et al., 2022
			Geekiyana et al., 2021
		Henley et al., 2021	
		Santos & Laureano, 2021	
		Ningrum et al., 2022	

No	Categories	Sub-Categories	Articles
2	Roles in Sustaining Community Development During COVID-19 Pandemic	Basic Necessities Provider	Henley et al., 2021
			Rela et al., 2022
			Narasri et al., 2020
			Peteet et al., 2020
		Training Provider for NGOs In Pandemic Related Skills	Henley et al., 2021
			Larmar et al., 2021
			Lau et al., 2021
			Santos & Laureano, 2021
		Educator for COVID-19 Awareness	Peteet et al., 2020
			Narasri et al., 2020
			Murdad et al., 2022
			Narasri et al., 2020
			Okafor, 2021
			Geekiyange et al., 2021
Consultant on Health and Awareness	Peteet et al., 2020		
	Rela et al., 2022		
	Larmar et al., 2021		
	Lau et al., 2021		
	Peteet et al., 2021		
	Henley et al., 2021		
			Santos & Laureano, 2021
			Narasri et al., 2020
			Sajjad & Eweje, 2021

While, Table 4 shows the summary of each categories and sub-categories for each articles.

Table 4. Summary of Each Categories and Sub-Categories for Each Articles

No	Author	Location	Role				Strategy		
			*CSL	BNP	TPV	EDC	ITA	CCD	CRF
1	Coriolano & Oliveira, 2021	Brazil				/	/		
2	Geekiyange et al., 2021	Global			/			/	
3	Henley et al., 2021	Cambodia	/	/	/		/	/	/
4	Komin et al., 2021	Thailand					/		
5	Larmar et al., 2021	Nepal			/	/	/	/	
6	Lau et al., 2021	Hong Kong			/	/			
7	Murdad et al., 2022	Malaysia				/		/	
8	Narasri et al., 2020	Thailand	/	/	/	/			
9	Ningrum et al., 2022	Global					/	/	/
10	Okafor, 2021	Global			/	/		/	
11	Peteet et al., 2020	India		/	/	/	/		
12	Rela et al., 2022	Indonesia		/	/	/	/	/	
13	Sajjad & Eweje, 2021	Global				/			
14	Santos & Laureano, 2021	Global	/		/		/		/

*(1) CSL: Consultant on Health Awareness (2) BNP: Basic Necessities Provider; (3) TPV: Training Provider for NGOs in Pandemic Related Skills; (4) EDC: Educator for COVID-19 Awareness (5) ITA: Innovative Technology Approach; (6) CCD: Collaboration for Coordination; and (7) CRF: Capital Raising Through Funding

5. Discussion

5.1 Role of NGOs on Community Development During COVID-19 Pandemic

Based on the analysis, the roles of NGO during the COVID-19 pandemic are not differ much compare to pre-COVID era. The main priority of NGO still towards the community without any interest in profit and income. Nevertheless, the present of COVID-19 pandemic that had changed how the world work had somehow affect NGOs roles one of the mostly mention role played by NGO is as training

provider to the community and stakeholder as well. These communities were trained in order to sustain their development. This training will help them to reskill and upskill themselves in facing the pandemic. NGO play an active role in offering training to the community by several means. Among them is providing small business workshops to the communities (Larmar et al., 2021). The goal is to train communities to generate their own income. Additionally, the NGO reported that it offered training sessions for housewives (Narasri et al., 2020). In this way, training the target group may contribute to a more specific outcome. Moreover, some NGOs used certain training strategies including delivering in-person sessions to a large number of communities, which made the training personalized (Henley et al., 2021). This strategy is particularly practical for those in rural areas that have limited access to the Internet and require face-to-face sessions. However, NGO personnel were reported to be applying the mentoring concept to local personnel in order to apply lessons learned and have better knowledge exchange among them (Narasri et al., 2020). Further on this, NGO also had become job provider to the community by providing employment opportunities to those were affected by the pandemic. This was done by NGOs working with local resident's group to provide employment opportunities for unemployed individual (Lau et al., 2021).

Not only as training provider, NGOs also had become the provider for the basic necessities of the community. An NGO's purpose, among many others, is to provide the community with basic necessities that are affordable. As a result of the COVID-19 pandemic, these basic necessities have become scarce and limited, especially for affected families. Following the implementation of the Movement Construct Order (MCO), some of the communities jumped into a panic buying mode, which resulted in food shortages and severe disruption of the food supply chain (Murdad et al., 2022). In order to reduce the impact of this shortage, some NGO's established the community pantry (Narasri et al., 2020). This pantry allows anyone in the community to take any basic necessities they need. Both the community and NGO work together to prepare resources for the community by preparing resources. In addition, the NGOs mobilized communities and other organizations among themselves to ensure the provision reached their beneficiaries (Okafor, 2021). The NGO was also involved in supplying communities with health products such as face masks, PPE, and sanitizer (Lau et al., 2021). With the spread of the virus, these healthcare products have become severely limited. NGOs provided this to those in rural areas who otherwise couldn't access the product. Furthermore, the NGO also took steps to offer employment opportunities to the community since the COVID-19 pandemic negatively affected the employment rate by working internally with a local residents' group to help those unemployed individuals get employed (Lau et al., 2021). Furthermore, the NGO also provided income generation packages to directly assist those who were economically impacted (Henley et al., 2021).

Other than providing training and basic necessities, NGOs were also act as consultant on health and awareness. This is practical practice as NGOs meet the communities in all of their activities (Abiddin et al., 2022). With the pandemic that took place, it is relevant for the NGOs to become the consultant in order to guide the communities. As part of the community development during the COVID-19 pandemic, healthcare has been a major focus. Globally, it has caused high mortality rates. Due to its characteristics of spreading easily, it has become imperative that community members be prepared to handle this virus if they become infected. Because of this, NGOs have dynamically changed their role to become community health educators. Nevertheless, it is still imperative for any health-related consultation to be consulted with the healthcare authority beforehand. NGOs are therefore limited in what kind of ad-vice they can offer. According to the report, health support provided by NGOs includes mental health counselling, positive parenting and alcohol support groups (Henley et al., 2021) and raising health literacy concerning social distance, personal hygiene, food sanitation, and hand washing (Narasri et al., 2020). The group also offers a special healthcare clinic for the community (Peteet, Hempton, Peteet, & Martin, 2020). NGOs provide consultations on health awareness to enable the community to access healthcare (Santos & Laureano, 2022) as well as supporting the government to ensure that adequate attention is paid to this critical aspect in managing this pandemic (Santos & Laureano, 2022).

As NGOs has become the health consultant to the community, they also become the educator on COVID-19 awareness. To elaborate more, one of the main issues caused by the pandemic is uncertainty (Juhász & Hetesi, 2023). This uncertainty may create unnecessary panic among the public. To control this uncertainty, NGOs have taken the role of raising community awareness about COVID-19. This includes encouraging sustainability in society as well as the beneficial effects of community efforts (Sajjad & Eweje, 2021). Additionally, NGOs supplied and transmitted information to the community to help them better understand the actions taken by any agencies, such as the concepts, benefits, and methods of implementation (Geekiyana et al., 2021). A local media monitoring program has been implemented by the NGO to ensure that correct information is delivered to the communities as well as identifying reliable individuals/organizations to provide information (Rela et al., 2022). Overall, this is to educate the public on the pandemic with correct information that comes from reliable resources (Okafor, 2021).

All of these aforementioned roles played by the NGOs has been affected by the pandemic condition whereby several restrictions have been enforced that limit the NGOs plan and activities. Nevertheless, this systematic review has indicated that NGOs is still relevant in ensuring the community development. It also crucial to understand the strategies used by the NGOs while playing their role as it may provide guideline to other institutions as well.

5.2 *Strategies of NGOs Used for Community Development During COVID-19 Pandemic*

It is known that COVID-19 pandemic had caused quite ruckus around the world. The uncertainty and unstable of the condition had affected many organizations, government or non- government. For this, NGOs had taken up several strategies to ensure the effectiveness of their activities and also for the plan to work. For this, one of the strategies used by the NGOs is technology-practice approach. With the on field limited access, technology has been the main interaction mean of the time. Information regarding safety hazards and pandemic status is mostly spread through technology. Social media such as Facebook have been utilized to deliver any updated information regarding COVID-19. Therefore, it is very critical that the community has access to technology in terms of tools and connections. Because the government has enforced a movement control order (MCO) that forbids any physical activity, the only way to reach the community is through the Internet. Several NGOs have used this approach, including the use of WhatsApp as a virtual communication tool with families [6]. NGO's have also started to use social media such as Facebook as a way to spread relevant information. In addition, NGOs provided technology tools such as the telephone to the community to enable them to take advantage of these technologies (Ningrum & Subroto, 2022) and (Narasri et al., 2020). The telephone provided also allowed NGOs to make direct contact with affected families (Larmar et al., 2021). Additionally, the NGO has been given training to improve the community's technology skills, so they can fully utilize the tools to combat the pandemic (Komin et al., 2021). Interestingly, one of the NGO's in Brazil has used radio as a means to broadcast information to those without internet access (Coriolano & de Oliveira, 2021). This has improved the effectiveness of NGO's reaching and helping the community. Their online support can include giving families healthcare advice and following up on their health situation (Santos & Laureano, 2022). With the use of technologies as the means of reaching communities, NGOs have been able to reach the community at maximum level regardless of distance and availability of connection.

With all these technologies, NGOs also had strengthened their collaboration with stakeholder for coordination of activities. Since the government has starting to rely on NGOs during the pandemic, it is important for them to have good collaboration. One of the most critical aspects in ensuring the success of community development during the COVID-19 pandemic, is the collaboration of all the stakeholders involved. Thus, the NGOs have been working hard to collaborate with all of the community's key players, especially their leaders and the government. The role played by the NGO varies depending on the partner in the collaboration. Collaboration with the authority mainly involves the role of the NGO as a bridge between the community and the authorities engaged in the

systems of care that have been set up by the government (Okafor, 2021). To do so, the public must be provided with a minimum opportunity to participate in decision-making (Geekiyange et al., 2021). Also, the NGO participates in influencing government policies by recommending comprehensive input based on community needs. The NGO, in return, becomes an effective representative of the government, helping increase the trust of the public in the government (Rela et al., 2022), by supporting any effort on the part of the government (Murdad et al., 2022). On the other hand, collaboration with the heads of communities, such as councilors, landlords, tenants and ethnic minority groups, primarily involves ensuring the communities' maximum participation in any activities organized by the NGO Lau et al., (2021). By collaborating with the leader of the community, the NGO will also receive more accurate data about the community. Collectively, collaboration is one of the key factors that contribute to the success of NGOs' work with communities.

Finally, many NGOs has revised their fund-raising strategies. Since the NGO has no definite source of capital, it relies mainly on funding. In response to the COVID-19 pandemic, funding became more critical than ever as more resources were needed to meet the community's needs. One way to raise funds is to use both international and local re-sources. Diverse funding streams allow NGO's to secure their resources and sustain their community development activities (Henley et al., 2021). NGOs are not only actively engaging financial resources, but are also actively attracting and maintaining their material and human re-sources. Due to the risky and fatal impact of COVID-19, less and less people are willing to be part of an NGO in helping the community. This had created challenges for the NGO to keep their human resources at an adequate level. It is crucial for NGO to maximize social capacity through the optimization of social capital, social innovation, local and centralized resources (Ningrum & Subroto, 2022).

6. Conclusions

The review of existing literature has provided results with understanding of the role and strategies play by the NGO in ensuring the community development during the COVID-19 pandemic. Majority of NGOs pacing issues and challenges caused by this pandemic which is available from this review, even though novel analysis on issues and challenges faced by the NGOs during COVID-19 pandemic is not the scope of this systematic review. Due to this, the roles and strategies of the NGOs has been tailored and de-sign to counter these issues while focusing on the community development.

The role of NGO, as mention by Young & Dhanda, (2017) mainly focused to the community. NGO has been relied by the government in maintaining several aspects of public management, especially when things get out of hand. During the COVID-19 pandemic, the public has gone crazy and demand for fast action from the government in every single direction making the government to be overwhelm by the pressure. Here come the NGO to play their part in order to calm things down and helps the public as needed.

One of the main aspects for the NGO to be effectively performing their role is cooperation and collaboration from all aspects. Without any partnership, it will be hard for the NGO to work on their own. This may due to the financial aspect that requires NGO to have funding from different partner or even due to the authority that demand for partner-ship with local authority including police and head of community. This explains by Wild et al., (2021) as power relationships whereby power as a multidimensional concept that has three dimensions: authority, resources and discursive legitimacy. Furthermore, it has been discussed that the bottom-up approach in disaster management to be the ideal management approach with a more decentralized and social management (Ningrum & Subroto, 2022). Thus, NGO can be the beginner on this management approach that reach to top management, the government. Not only that, NGO also need to collaborate with education sectors such as universities to train their employees and volunteers (Santos & Laureano, 2022). This is an interesting recommendation by Kasmani et al., (2021) as well since through research, new reliable discoveries and exploration can be done systematically (Alhojailan & Ibrahim, 2012).

Furthermore, training the management team is extremely significant. For example, NGO need

to ensure that all of their staff are well equipped with healthcare knowledge. Since the technological approach that was effective during the pandemic, especially in rural areas, allowed for expansion of action, reduced costs, and speeded up the rural extension process (Coriolano & de Oliveira, 2021), it is crucial that NGOs understand how to handle these technologies well, in particular when they themselves provide training to the public. Moreover, NGO leadership will be required to develop enhanced leadership skills in dealing with critical situations that involve uncertainty within the community. NGOs can benefit from VUCA training (volatility, uncertainty, complexity, and ambiguity), to plan and manage their organization in the face of uncertainty. As knowledge is becoming increasingly accessible with interdisciplinary attributes, NGO personnel were suggested to become skilled in qualitative research in order to understand thematic, perception, and text analytics, to identify any improvement needed, in the event of an upcoming disaster (Kasmani et al., 2021).

To conclude, it cannot be denied that COVID-19 has caused confusion at all levels of management throughout the world. The effects of the pandemic have been felt not only in the health sector, but in other sectors as well, including those related to economics, safety, and education. In an effort to contribute to the harmony and stability of the nation, an NGO that is committed to sustaining and improving community development is making its best efforts. There is no country in the world where an NGO does not help the government deal with the community. Therefore, the NGO sector should be encouraged and integrated into the planning process as there are many experts within this organization that should not be ignored. It is only possible for community development to have a positive impact on everyone as long as it is shared by all parties that it has a common goal and vision that is as well shared by all members of the community. Several strategies by inter-national NGOs had proven to be effective especially for rural area communities. In terms of future research, the findings of the analysis suggested several areas for future exploration. Future scholars can investigate the collaboration model between NGO and other stakeholders, particularly the government, as this area may have a significant impact on the role of NGO. The collaborative effort can be carried out further efficiently and effectively with the help of a significant model. Aside from that, technologically, researchers may investigate the practices that can be applied to many NGOs in various areas so that they could be replicated and referred to by many. Furthermore, due to the researcher's limited understanding, this study only includes documents written in English. Thus, future re-search involving documents in various languages and types of documents can be carried out.

References

- Abiddin, N. Z., Ibrahim, I. & Abdul Aziz, S. A. (2022). Non-Governmental Organisations (NGOs) and Their Part Towards Sustainable Community Development. *Sustainability*, 14, 4386.
- Alhojailan, M. I., & Ibrahim, M. (2012). Thematic analysis: A critical review of its process and evaluation. *West East Journal of Social Sciences*, 1(1), 39–47.
- Binder-Aviles, H. (2012). The NGO Handbook (The Handbook Series Edition ed.). *United States of America: Bureau of International Information Programs, United States Department of State*. Retrieved May, 12, 2019.
- Coriolano, J. W. G., & de Oliveira, L. M. S. R. (2021). Impact of the Covid-19 Pandemic on Agroecological Family Farming in the Backlands Territory from Araripe in Pernambuco. *Periódico Eletrônico Fórum Ambiental Da Alta Paulista*, 17(5).
- Geekiyange, D., Fernando, T., & Keraminiyage, K. (2021). Mapping participatory methods in the urban development process: A systematic review and case-based evidence analysis. *Sustainability*, 13(16), 8992.
- Henley, L. J., Henley, Z. A., Hay, K., Chhay, Y., & Pheun, S. (2021). Social work in the time of COVID-19: A case study from the global south. *The British Journal of Social Work*, 51(5), 1605–1622.
- Juhász, Z., & Hetesi, E. (2023). Health Communication During the COVID-19 Pandemic in Hungary. In *Research Anthology on Managing Crisis and Risk Communications* (pp. 333–353). IGI Global.
- Kasmani, N., Abd Azhar, F. S., Badrul, S. M. S., Abd Manaf, A. A., Abd Jalil, M. A., Shafie, F. A., Karuppannan, S., Zawawi, S., Subramaniam, M., & Ismail, S. A. (2021). The Current Status and The Way Forward for Environmental Health in Malaysia: The Delivery of Environmental Health Services in Malaysia Series. *MAEH Journal of Environmental Health*, 3(1), 1–8.

- Komin, W., Thepparp, R., Subsing, B., & Engstrom, D. (2021). Covid-19 and its impact on informal sector workers: a case study of Thailand. *Asia Pacific Journal of Social Work and Development*, 31(1-2), 80-88.
- Larmar, S., Sunuwar, M., Sherpa, H., Joshi, R., & Jordan, L. P. (2021). Strengthening community engagement in Nepal during COVID-19: Community-based training and development to reduce child labour. *Asia Pacific Journal of Social Work and Development*, 31(1-2), 23-30.
- Lau, S. M., Chan, Y. C., Fung, K. K., Hung, S. L., & Feng, J. (2021). Hong Kong under COVID-19: Roles of community development service. *International Social Work*, 64(2), 270-274.
- Martín-Martín, A., Orduna-Malea, E., Thelwall, M., & López-Cózar, E. D. (2018). Google Scholar, Web of Science, and Scopus: A systematic comparison of citations in 252 subject categories. *Journal of Informetrics*, 12(4), 1160-1177.
- Murdad, R., Muhiddin, M., Osman, W. H., Tajjadin, N. E., Haida, Z., Awang, A., & Jalloh, M. B. (2022). Ensuring Urban Food Security in Malaysia during the COVID-19 Pandemic—Is Urban Farming the Answer? A Review. *Sustainability*, 14(7), 4155.
- Narasri, P., Tantiprasoplap, S., Mekwiwatanawong, C., Sanongdej, W., & Piaseu, N. (2020). Management of food insecurity in the COVID-19 pandemic: a model of sustainable community development. *Health Care for Women International*, 41(11-12), 1363-1369. <https://doi.org/10.1080/07399332.2020.1823984>
- Ningrum, V., Chotib, & Subroto, A. (2022). Urban Community Resilience Amidst the Spreading of Coronavirus Disease (COVID-19): A Rapid Scoping Review. In *Sustainability (Switzerland)* (Vol. 14, Issue 17). MDPI. <https://doi.org/10.3390/su141710927>
- Okafor, A. (2021a). Role of the social worker in the outbreak of pandemics (A case of COVID-19). In *Cogent Psychology* (Vol. 8, Issue 1). Cogent OA. <https://doi.org/10.1080/23311908.2021.1939537>
- Peteet, J. O., Hempton, L., Peteet, J. R., & Martin D A Mph, K. (2020). Asha's response to COVID-19: Providing care to slum communities in India. In *Christian Journal for Global Health* (Vol. 7, Issue 4).
- Rela, I. Z., Ramli, Z., Firihi, M. Z., Widayati, W., Awang, A. H., & Nasaruddin, N. (2022). COVID-19 Risk Management and Stakeholder Action Strategies: Conceptual Frameworks for Community Resilience in the Context of Indonesia. *International Journal of Environmental Research and Public Health*, 19(15), 8908. <https://doi.org/10.3390/ijerph19158908>
- Sajjad, A., & Eweje, G. (2021). The COVID-19 pandemic: Female workers' social sustainability in global supply chains. *Sustainability*, 13(22), 12565.
- Samsuddin, S. F., Shaffril, H. A. M., & Fauzi, A. (2020). Heigh-ho, heigh-ho, to the rural libraries we go!-a systematic literature review. *Library & Information Science Research*, 42(1), 100997.
- Santos, M. R. C., & Laureano, R. M. S. (2021). COVID-19-Related Studies of Nonprofit Management: A Critical Review and Research Agenda. *Voluntas*. <https://doi.org/10.1007/s11266-021-00432-9>
- Shaffril, H. A. M., Samah, A. A., Samsuddin, S. F., & Ali, Z. (2019). Mirror-mirror on the wall, what climate change adaptation strategies are practiced by the Asian's fishermen of all? *Journal of Cleaner Production*, 232, 104-117. <https://doi.org/10.1016/j.jclepro.2019.05.262>
- WHO. (2021). *WHO Coronavirus (COVID-19) dashboard: World Health Organization; 2021*.
- Wild, I., Gedge, A., Burrridge, J., & Burford, J. (2021). The impact of COVID-19 on the working equid community: responses from 1530 individuals accessing NGO support in 14 low-and middle-income countries. *Animals*, 11(5), 1363.
- Xiao, Y., & Watson, M. (2019). Guidance on conducting a systematic literature review. *Journal of Planning Education and Research*, 39(1), 93-112.
- Young, S. T., & Dhanda, K. K. (2017). Role of governments and nongovernmental organizations. *Sustain. Essentials Bus.*, SAGE Publications, Inc., London, 214-242.