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Presenting a Phased Model of Resilience with an Emphasis on Community-Oriented Capacities in Crisis Situations

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ABSTRACT

Objective: In contemporary discourse, the deployment of community-oriented capacities has emerged as a pivotal strategy for enhancing societal resilience in times of crisis, garnering significant attention from a wide array of scholars and practitioners. Consequently, the present study has been undertaken with the objective of formulating a comprehensive model of resilience that particularly accentuates community-oriented capacities within crisis contexts.

Methods: To achieve this objective, the Meta synthesis method was employed alongside an extensive review of both domestic and international databases spanning the years 2000 to 2023, ultimately resulting in the selection of 56 studies that exhibited a strong correlation with the research focus; these studies were subsequently analyzed to distill pertinent dimensions and thematic codes.

Results: The outcomes of this research yielded 18 conceptual categories and 66 thematic codes categorized into organizational, group, and individual dimensions, all aimed at bolstering societal resilience in crisis scenarios, with a pronounced emphasis on community-oriented capacities.

Conclusions: In conclusion, upon traversing the methodological phases of the study, a resilience model was articulated that underscores the significance of community-oriented capacities during crisis conditions, delineated into four distinct stages: assessment and identification of needs and prerequisites, pre-crisis preparation, crisis management, and post-crisis recovery.

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Introduction

Today, societies face various crises that bring harmful consequences such as threats to human health and security, destruction of resources and infrastructure, and disruption of people's activities (Sajjadi, 2018). Due to its special geographical location, Iran is among the top 10 countries in the world in terms of natural crises (Soleimany et al., 2022). The COVID-19 pandemic in 2019 caused millions of deaths worldwide (Wen et al., 2020) and led to fear, worry, anxiety, and depression among people (Sadeghi et al., 2019), creating serious challenges in health, political, social, cultural, and economic areas (Nikpour et al., 1400). Given the increasing likelihood of such shocks in the future, adopting measures to reduce damages is essential (Bastaminia et al., 2017). Therefore, many experts prescribe a transition from "vulnerability" to "resilience" (Bashiri et al., 1400) and a shift from "reactivity" to "deterrence" (Salehi Nodz et al., 1400). Resilience can be defined as the ability of societies to adapt to changes without collapsing in times of crisis (National Strategic Document, 1400).

Experiences from past crises show that dealing with crises and increasing resilience goes beyond the responsibility of governments alone, and individual and group participation is essential (Maleki et al., 2019). Thus, the "state-oriented" and "centralist" approach has given way to a "community-oriented" approach based on public participation (Delshad et al., 1400). In the community-oriented approach, planning for disasters begins from the lowest level of society (people), and without local cooperation, crisis management is practically ineffective (Ahmadzadeh Kermani & Aminzadeh Goharrizi, 2019). In Iran, evidence shows this shift has not yet occurred, and the government-oriented approach still dominates; also, the national crisis management strategy document states that the capacity of government organizations to maintain health, safety, and protect people's assets is limited (Shi et al., 2023). Therefore, promoting resilience requires cooperation among non-governmental organizations, the private sector, volunteer forces, and the people. This research aims to present a resilience model emphasizing community-oriented capacities in crisis situations.

Theoretical Foundations and Research Background

The Concept of Resilience

The word resilience comes from the Latin "resilio," meaning "to jump back suddenly" (Aghababaei & Koliou, 2022), and is equivalent to the English "Resilience," meaning the ability to recover, quick recovery, flexibility, and elasticity (Abdali et al., 2018). It was first introduced by Holling

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in 1973 as an ecological concept, defined as a measure of an ecosystem's ability to absorb changes (Hassanzadeh et al., 2018). Later, Timmerman (1981) used it for long-term phenomena like climate change, Edgar (2000) for social systems, Carpenter (2001) for human-environmental systems, Berkes (2003) for social-ecological systems, and Bruno (2003) for short-term disaster management (Sadeghi, 2017).

There is debate about which scientific field resilience belongs to; some relate it to ecology, others to physics, and some believe it derives from psychology (Abdali et al., 2018). Consequently, many different definitions have been offered, making the concept complex despite its widespread use (Moradzadeh et al., 2017). However, all definitions relate to three factors: "time," "stability," and "experience." Time refers to the period needed to recover or return to normal—the shorter, the greater the resilience. Stability means the system's capacity to absorb, resist, and repair damage without external help. Experience means learning from the past to prepare before a disaster (Amiri et al., 1401). The common denominator of all definitions is the capacity for reversibility, adaptation, disaster absorption, system failure, flexibility, and survival in dealing with crises and shocks (Rumiani, 1400). In a general definition, resilience refers to the ability of individuals or systems (families, groups, societies) to successfully face adversity and major crises, provide appropriate responses (Nouri et al., 2019), and quickly return to previous conditions (Mossadegh Rad et al., 2019).

Dimensions of Resilience

Resilience is a multifaceted approach, and four dimensions have been introduced: socio-cultural, economic, institutional-organizational, and physical-environmental (Heydari Sarban, 2018):

1. Socio-cultural resilien

ce: First proposed by Adger, it refers to the ability of groups or societies to deal with external tensions and disturbances amid social, political, and environmental changes (Elkady et al., 2023). It derives from differences in societies' social capacity in positive reaction, adaptation, maintaining adaptive behavior, and recovery from disasters, achievable through improved communication, risk awareness, preparation, disaster management plans, and insurance (Carmen et al., 2022).

2. Economic resilience: Refers to the inherent reaction and adaptation of individuals and societies against risks, enabling them to reduce potential damages and losses (Wei & Zhaoyang, 2020). It depends not only on individuals' job capacities but also on all institutions' capacities, and depends

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on damage severity, compensation capacity, ability to return to suitable employment and income, household capital and income, housing situation, access to financial services, insurance, cost assistance, and the ability to revive household economic activities after a disaster (Scherzer et al., 2019).

3. Institutional-organizational resilience: Defined as the capacity of societies to reduce risk and create organizational links within society, including features related to risk reduction, planning, and experience of previous accidents (Pandey, 2019). It evaluates organizations' physical characteristics, number of local institutions, access to information, trained and volunteer forces, adherence to crisis management guidelines, up-to-date laws, prohibitive and encouraging regulations (especially in housing construction), interaction of local institutions with people and government institutions, satisfaction with institutional performance, accountability, and how accidents are managed (Hassanzadeh et al., 2018).

4. Physical-environmental resilience: Mainly includes assessment of community response and post-disaster recovery capacity, such as shelters, vacant or rented residential units, and health facilities. These indices provide a general assessment of private property that may be vulnerable to permanent damage and economic losses (Saja et al., 2018).

Community-oriented Capacity Building

Community-oriented capacity building has been a fundamental axis in recent development discussions. Focusing on people and non-governmental organizations, it promotes development from the bottom up and from within society. Localism, non-governmental organizations, and local people are among the most important variables of public development. In this approach, the government builds the capacity of people-oriented non-governmental organizations to promote development in local and regional fields, interacting with local people through government envoys (engineers, farmers, economists, etc.) based on mutual dynamics and empowerment. From 1999 to 2011, the World Bank allocated about 85 billion dollars to community-based development programs (Yun-cai et al., 2018). While many researchers viewed capacity building as a two-sided "political power" approach, recent trends consider it a multidimensional structure with psychological, social, political, and economic dimensions (Paighan et al., 1401; Vahad Asrami et al., 1401). In this regard, Shivens (2002) introduced four dimensions of community-oriented empowerment: economic, psychological, social, and political (Accurate et al., 2018).

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Capacity building of local communities is an idea based on resources, time, guidance, and commitments showing its goals and changes, including leadership, social realm, individual activities, and organizational and institutional changes. Some authors, such as Varity (2007), have linked local community capacity with social capital literature and its theories. It is a systematic and planned approach linked to a specific program or project, usually with an associated time scale. Any capacity-building process should recognize values and be based on existing skills, knowledge, and talents of the people. Community-oriented capacity building includes:

· Enhancing skills, knowledge, and self-confidence through training and learning opportunities, from informal networks to authentic formal networks;

· Networking and participation in various support forums;

· Improving organizational structures, sys tems, and mechanisms for managing projects, employees, buildings, etc.

Based on lessons learned in local community capacity building projects, such as social support at strategic, operational, and individual levels, the following features should be considered:

· Capacity building based on people's existing capabilities: Changing the public service delivery model from an incomplete approach to one providing opportunities for people to identify needs and develop capabilities, actively supporting them at local community levels;

· Capacity building based on supported networks: Interaction with peers and personal networks alongside professional networks as the best way to transfer knowledge and support change;

· Eliminating distinctions: Removing differences between the professional sector and recipients, and between producers and consumers of services by reshaping how services are created and distributed;

· Facilitating service distribution: Enabling public service institutions to play more of a catalyst and facilitator role rather than being the main service providers;

· Recognizing people as assets: Changing people's perception from passive recipients of services to equal and main partners in service design and distribution (Rare et al., 1402).

Investigations showed that there have been many researches related to resilience patterns in crisis conditions, but since reviewing all of them is beyond the scope of this article, only some domestic and foreign researches are summarized in Table 1.

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Table 1. Domestic and Foreign Research Related to Resilience Patterns in Crisis Conditions

Researcher's name/year	The title of the research	Research findings
(Amiri et al., 1401)	Identifying the factors affecting the increase of urban economic and social resilience in the face of earthquake crisis	Identifying factors such as access to amenities, social capital, ability to compensate for damage, return to suitable conditions as factors affecting economic and urban resilience in the face of earthquake crisis
(Rumiani, 1400)	Prioritizing dimensions of organizational resilience in the conditions of the Corona crisis	Identifying leadership and decision-making factors, using knowledge and experience, management commitment, preparation, effective public participation, communication and teamwork as the most important effective factors for promoting organizational resilience in the conditions of the Corona crisis.
(Nouri et al., 2019)	Structural-interpretive modeling of factors affecting the physical and social resilience of Shiraz city against natural flood disaster	The high impact of indicators such as the amount of advertising, the amount of acquired skills, the amount of knowledge obtained and the level of procurement on the process of physical and social resilience
(Mossadegh Rad et al., 2019)	Health system resilience: a conceptual review	Identifying six structural blocks including governance and leadership, financing, human resources, equipment and supplies, information system and providing health services in order to strengthen the resilience of the health system.
(Heydari Sarban, 2018)	Study and analysis of factors to improve resilience of villagers around the earthquake crisis	Identifying the four components of strengthening social capital and moral and spiritual values, economic and psychological empowerment, good governance and optimal service to villagers, and planning physical development and skill development in dealing with the crisis as the most important factors for improving the resilience of villagers around the earthquake crisis.
(Elkady et al., 2023)	Towards a resilient society: a decision support framework for prioritizing interaction areas	Identifying 26 factors of cooperation between NGOs and emergency volunteers, society's interest in accessing information, creative resources, decision-making process, preparation of emergency teams, capable citizens in the decision-making process, availability of financial aid, organizational and multi-level participation, open space For supportive social relations, involving people in disaster response activities, relations with local community leaders, trust and social relations, support for NGOs , educational activities, training capacities, trust between actors, volunteering to make a community more resilient to crises.
(Islam, 2023)	Community-based resilience among people affected by river erosion in Bangladesh	Awareness and needs assessment related to the river erosion crisis by non-governmental organizations including NGOs and people's participation in the decision-making process regarding the restoration of these rivers or policy makers

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Researcher's name/year	The title of the research	Research findings
(Carmen et al., 2022)	Building social resilience in the context of climate change: the role of social capital	Identifying factors such as the number of networks, variety of networks, official organizations and social cultural factors as the foundations of a society's resilience against disasters
(Wei & Zhaoyang, 2020)	Examining patterns of urban resilience	Identifying factors such as reliability, stability, maintenance capacity and stability, adaptability, absorbability and regeneration capacity in most of the researches reviewed.
(Scherzer et al., 2019)	Resilience Index for Norway: Adaptation of Basic Resilience Indicators for Communities	Identifying factors such as the skills of households during and after a crisis through participating in crisis coping training courses, the skills of providing first aid and maintaining mental and psychological peace as important indicators for the resilience of societies against crisis
(Pandey, 2019)	Resilience of communities against disasters: Challenges and prospects of community participation in Nepal	Increasing the participation of local communities in disaster management through training necessary to face natural disasters such as earthquakes, floods, and fires, as well as empowering communities to reduce risk and casualties through local governments.
(Saja et al., 2018)	A comprehensive and consistent framework for measuring social resilience against disasters	Identifying 16 characteristics and 46 indicators in the form of five main dimensions of social structure, social capital, social mechanisms, social equality and social belief for the social resilience model
(Yun-cai et al., 2018)	Determining the characteristics of resilient urban communities	Identifying characteristics such as flexibility, intelligence, people-centeredness, anticipation, participation and interaction for a resilient society.

Material and Methods

Participants and Procedure

were collected and analyzed using the metacomposite method9 . Metasynthesis is the process of searching, evaluating, combining and interpreting qualitative studies in a specific field (Firozi, 2019). In other words, metasynthesis is a method that, by examining and analyzing qualitative studies, compares classified concepts and integrates past findings in relation to a topic and finally presents new findings (Rezaei Rad & Kazemi, 2019). The most well-known models for implementing the metacombination method include the three-stage model of Noblet and Heyer10 (1988), the six-stage model of Walsh and Dawn11 (2005) and the seven-stage model of Sandelowski and Barroso12 (2007) (Kazemi, 2018). In this research, the model of Sandelowski and Barroso (2007), which can be seen in Figure 1, has been used. The statistical population in

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this research includes all the researches available in domestic and foreign databases (SID , Magiran , Noormags , Scopus , Science Direct and Web of Science) which were closely related to the keywords of the subject under study in terms of content. In order to search for published researches, the keywords were checked in the period of 2000 to 2023 AD and 1380 to 1402 AD. Finally, among the 318 identified studies, 56 studies were selected as a statistical sample. Also, in order to check validity from the point of view of experts and experts in the field of the research subject, and to measure reliability, Kappa index was also used.



Figure 1. Sequential Steps of the Hybridization Method

Results

First step: setting research questions

Meta-composite analysis begins with the question of identifying the nature of the research subject and before starting the next stages of the research, it determines its general framework (Saja et al., 2019). In this research, the parameters of what (What), who or the studied society (Who), when (When) and what method (How) have been used according to Table 2 to set the research questions.

Table 2. Setting of Research Questions

Query parameters		Answer the question
what	What	Resilience model with emphasis on community-oriented capacities
what a society	Who	All databases, domestic and foreign publications related to the research topic
when	When	From 2000 to 2023 AD and 1380 to 1402 AD
what a way	How	Content analysis and meta composition

Second step: systematic review of texts

In this research, internal and external databases SID, Magiran, Noormags, Scopus, Science Direct and Web of Science) focusing on research related to resilience between the years 2000 to 2023 AD and 1380 to 1402 AD were investigated. Keywords such as resilience, community-based resilience, community-based capacity building, local community capacity building, and community-based capacities were used to search for related researches, and as a result of searching

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and checking various databases using the keywords of the research topic, 318 studies were finally found.

Third step: searching and choosing suitable researches

Various parameters such as title, abstract, content, access, quality and content of the research method were used to select suitable researches. Based on this, part of the studies was removed due to the title (112), abstract (93), content (26), and research method (31) of irrelevant research, and finally, 56 related studies were selected.

Fourth step: extracting the results

At this stage, the researches were classified based on the reference of each article, including the author's name and surname, the year of publication, and the coordination components mentioned in each research. Finally, after extracting the codes, 66 codes were extracted from the researches in question. The results of this process are shown in Table 3.

Table 3. Codes Extracted From the Final 13 Articles

Codes	Resources
Having a strong and collaborative leadership, formulating clear and effective policies in relation to the crisis, designing comprehensive plans to deal with the crisis, creating a network of key stakeholders in relation to the crisis, assigning part of the responsibilities of crisis management to non-profit organizations and the private sector	(Pratama & Sariffuddin, 2018) (Mubaraki & Alwari, 1400) (Seyed Dakhlaghi & Talshi, 2017) (Hataminejad et al., 2019) (Mohed & Tabibian, 2018) (Sarabia et al., 2020) (Patel et al., 2017) (Chen et al., 2019) (Accurate et al., 2019) (Azad et al., 2020) (Maleki et al., 2019)
Developing various methods of collecting financial and physical resources to deal with the crisis, setting up protocols to ensure the availability of resources in times of crisis, managing the supply chain of resources in times of crisis.	(Patel et al., 2017) (Ziari & Kanuni, 1400)
Having sufficient and committed manpower, detailing the duties of people during and after the crisis, having trained manpower	(Ziari & Kanuni, 1400) (Patel et al., 2017) (Tanwattana, 2018)
Having a strong information system, timely and effective use of information, access to information, information gatekeeping	(Ziari & Kanuni, 1400) (Maleki et al., 2019) (Patel et al., 2017)
Cooperation of local institutions with each other, cooperation of local institutions with government agencies related to the crisis, cooperation of local organizations with people	(Ziari & Kanuni, 1400) (Wei & Zhaoyang, 2020) (Bastaminia et al., 2017)
Follow-up of local community problems by local officials, willingness of local institutions to involve people in crisis-related decisions, responsibility and accountability of officials in times of crisis, management's commitment to take appropriate measures in times of crisis, taking advantage of people's opinions in relation to crisis management	(Ali et al., 2019) (Azad et al., 2020) (Pandey, 2019) (Bastaminia et al., 2017) (Sarabia et al., 2020) (Mohed & Tabibian, 2018) (Maleki et al., 2019) (Ziari & Kanuni, 1400)
The existence of place-based organizations and NGOs, the number of local institutions involved in the crisis	(Ahmadzadeh Kermani & Aminzadeh Goharrizi, 2019) (Bastaminia et al., 2017) (Mubaraki & Alwari, 1400)
Commitment to the local community as a whole, having a sense of altruism, valuing collective work	(Ahmadzadeh Kermani & Aminzadeh Goharrizi, 2019)
Creating information channels among each other, creating social networks, strengthening collective mechanisms	Pandey, 2019) (Accurate et al., 2019) (Sarabia et al., 2020) (Karimi & Taghiloo, 2019) (Ahmadzadeh Kermani & Aminzadeh Goharrizi, 2019) (Maleki et al., 2019)

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Codes	Resources
To be united to solve problems, to cooperate with the officials regarding the plans to deal with the crisis, to provide information for planning in relation to the crisis, to exchange opinions regarding the issues and problems after the crisis, to cooperate and interact with each other during and after the crisis.	(Pandey, 2019) (Accurate et al., 2019) (Sarabia et al., 2020) (Karimi & Taghiloo, 2019) (Ahmadzadeh Kermani & Aminzadeh Goharrizi, 2019) (Maleki et al., 2019)
Having trust in each other and the authorities, belonging to a place, social support, having common norms, social empathy	(Pandey, 2019) (Accurate et al., 2019) (Sarabia et al., 2020) (Karimi & Taghiloo, 2019) (Ahmadzadeh Kermani & Aminzadeh Goharrizi, 2019) (Maleki et al., 2019) (Ahmadzadeh Kermani & Aminzadeh Goharrizi, 2019)
Possessing a culture of teamwork, possessing a culture of sacrifice	(Pandey, 2019)
Increasing interactions between people, realizing collective activities, reducing differences and conflicts, rebuilding and strengthening social relationships	(Pandey, 2019) (Accurate et al., 2019) (Sarabia et al., 2020) (Karimi & Taghiloo, 2019) (Ahmadzadeh Kermani & Aminzadeh Goharrizi, 2019) (Maleki et al., 2019)
Knowledge related to measures to reduce the effects of crisis, knowledge related to crisis coping methods, knowledge to identify areas or crisis situations.	(Ahmadzadeh Kermani & Aminzadeh Goharrizi, 2019)
The skill of identifying and diagnosing a crisis, the skill of dealing with negative consequences after a crisis, the skill of maintaining mental and emotional peace during and after a crisis, the skill of effective response when a crisis occurs, communication skills	(Pandey, 2019) (Accurate et al., 2019) (Sarabia et al., 2020) (Karimi & Taghiloo, 2019) (Ahmadzadeh Kermani & Aminzadeh Goharrizi, 2019) (Maleki et al., 2019)
Awareness in connection with the occurrence of crisis, awareness of the existence of service and relief groups and organizations to deal with crisis, awareness of appropriate reactions and reactions at the time of crisis, awareness of necessary measures to prepare for crisis, awareness of processes related to the crisis management cycle.	(Ahmadzadeh Kermani & Aminzadeh Goharrizi, 2019)
Attitude towards crisis, attitude towards prioritizing prevention and preparedness against crisis, attitude towards one's abilities to deal with crisis	(Ali et al., 2019) (Bastaminia et al., 2017)
The capacity and ability to adapt to the tensions and disturbances during and after the crisis, the capacity and ability to compensate for the damages caused by the crisis, the capacity and ability to return to the conditions before the crisis.	(Ahmadzadeh Kermani & Aminzadeh Goharrizi, 2019)

Fifth step: analysis and integration of qualitative findings

In this research, first, a code has been considered for all the factors extracted from previous researches, then considering the concept of each of these codes, each one is categorized in a similar concept (research themes) and then from the combination of themes Research, categories were obtained. Based on the analysis, with the help of content analysis method on the 56 final selected researches, a total number of three categories, 18 concepts and 66 codes were discovered and labeled for the model of resilience based on community-oriented capacities in this research. In Table 4, the final extracted codes related to each category and concept are shown.

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Table 4. Categorization of Findings

Categories	Concepts	Codes
Organizational factors	Institutional platform	The existence of place-based organizations and NGOs, the number of local institutions involved in the crisis
	Institutional governance	Having a strong participatory leadership, formulating clear and effective policies related to the crisis, designing comprehensive plans to deal with the crisis, creating a network of key stakeholders related to the crisis, handing over part of the responsibilities of crisis management to non-profit organizations and the private sector.
	Institutional cooperation	Cooperation of local institutions with each other, cooperation of local institutions with government agencies related to crisis management, cooperation of local institutions with people
	Institutional performance	Following up on the problems of the local community from the local Yus Meolin, the willingness of local institutions to participate in the decisions related to the crisis, the responsibility and accountability of the officials in the time of crisis, the commitment of the management to take appropriate measures in the time of crisis, taking advantage of the opinions of the people in relation to the crisis management.
	Management of financial and physical resources	Developing various methods of collecting financial and physical resources to deal with the crisis, setting up protocols to ensure the availability of resources in times of crisis, managing the supply chain of resources in times of crisis.
	Human resource management	Having sufficient and committed human resources, having trained human resources, detailed description of people's duties during and after the crisis.
	Information management	Having a strong information system, timely and effective information flow, information access, information gatekeeping
Group agents	Shared valuation	Commitment to the local community as a whole, having a sense of altruism, valuing collective work
	Social infrastructure	Creating information channels among each other, creating social networks and strengthening collective mechanisms
	Collective action and participation	To be united to solve problems, to cooperate with the officials in the private crisis response programs, to provide information for planning in relation to the crisis, to exchange opinions in relation to the issues and problems after the crisis, to cooperate and interact with each other during and after the crisis.
	Social capital	Having trust in each other and the authorities, belonging to a place, social support, having common norms, social empathy

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Categories	Concepts	Codes
	acculturation	Possessing a culture of teamwork, possessing a culture of sacrifice
	Social cohesion	Increasing interactions between people, realizing collective activities, reducing differences and conflicts, rebuilding and strengthening social relationships
Individual factors	knowledge	Knowledge related to measures to reduce the effects of crisis, knowledge related to methods of coping with crisis, knowledge of diagnosis and recognition of crisis-prone areas and conditions.
	skill	The skill of identifying and diagnosing a crisis, the skill of dealing with negative consequences after a crisis, the skill of maintaining mental and emotional peace during a crisis and after it, the skill of effective response when a crisis occurs, communication skills
	Consciousness	Awareness in connection with the occurrence of crisis, awareness of the existence of service and aid groups and organizations to deal with crisis, awareness of appropriate reactions and reactions at the time of crisis, awareness of necessary measures to prepare for crisis, awareness of processes related to the crisis management cycle.
	attitude	Attitude towards crisis, attitude towards prioritizing prevention, preparation against crisis, attitude towards one's abilities to deal with crisis
	Capacity and ability	The capacity and ability to adapt to the tensions and disturbances during and after the crisis, the capacity and ability to compensate for the damages received as a result of the crisis, the capacity and ability to return to the conditions before the crisis.

Sixth step: control of extracted codes

In order to control the extracted codes, when two raters rate the respondents and intend to measure the level of agreement between these two raters, Kappa index 14 is used. To control the extracted concepts, the researcher's opinion is compared with an expert's. The Kappa index fluctuates between zero and one, and the closer the value of the measure is to one, it indicates more agreement between the raters. The Kappa value was calculated using SPSS software at a significance level of 0.705, which shows the appropriate reliability of the extracted codes. Table 5 shows the agreement size values.

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Table 5. Agreement Size Values

	amount	Standard deviation	significant number
Kappa agreement value	0.705	0.084	0.000
Number of valid items	66		

Seventh Step: Presentation of Findings

Based on previous research and extracted codes, 3 categories and 18 concepts were identified for the resilience model emphasizing community-oriented capacities in crises. These include:

· Organizational factors (7 components): institutional framework, institutional governance, institutional cooperation, institutional performance, financial resources management, physical and human resource management, and information management.

· Group factors (6 components): common valuation, social infrastructure, collective action and participation, social capital, acculturation, and social cohesion.

· Individual factors (5 components): knowledge, skill, awareness, attitude, and capacity/ability.

These dimensions were placed in a four-stage process model based on the crisis management cycle: (1) reviewing and identifying requirements and prerequisites, (2) pre-crisis stage, (3) during-crisis stage, and (4) post-crisis stage.

First Step: Review and Identification of Requirements and Prerequisites

At this stage, prerequisites for promoting resilience must be identified by considering community-oriented capacities. First, a detailed scientific analysis of the current resilience situation in different regions should be conducted. Then, countries with high community-oriented resilience should be examined to draw the optimal situation. By comparing current and optimal situations, the existing gap is determined, and measures are taken to reduce it across different stages of the crisis management cycle.Second Stage: Before the Crisis

At the organizational level: A suitable institutional platform must be provided. Place-based and people-based organizations should be established and increased in number. Good institutional governance is essential through clear policies, comprehensive crisis plans, and assigning part of crisis management responsibilities to non-profit and private sectors. Institutional performance improves when local institutions involve people in crisis-related decisions. Proper management of human, financial, and physical resources is also necessary through recruiting trained human

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resources, defining duties, formulating resource collection methods, and setting protocols for resource availability and supply chain management.

At the group level: Common values must be formed through altruism, commitment to society, and valuing collective work. Participation and collective action are important for cooperation with officials and accurate planning. Creating a culture of teamwork and self-sacrifice among volunteer, jihadi, and relief groups is effective.

At the individual level: People's knowledge, skills, and awareness related to crises—including methods of dealing with crises, identifying crisis-prone areas, appropriate reactions, and necessary preparations—must be improved. People's attitudes and abilities should also be changed to create more preparedness.

Third Stage: During the Crisis

At the organizational level: Cooperation among local institutions, government agencies, and people must increase. The role of local institutions should be improved through responsibility and accountability of local officials. Proper information management is needed through strong information systems, timely information flow, access to information for everyone, and information gatekeeping.

At the group level: Appropriate social infrastructure should be provided through information channels, strengthened social networks, and improved collective mechanisms. Collective action and participation should be promoted through unity and cooperation. Social capital plays a significant role through increased trust among people, groups, and officials, more support, and strengthened empathy. Social cohesion should be improved by increasing interactions, realizing collective and voluntary activities, setting aside differences, and strengthening social connections.

At the individual level: Individuals' and groups' capacity, ability, and skills should be improved, including maintaining mental and psychological peace, effective response during crises, and the capacity to adapt to tensions and disturbances caused by the crisis.

Fourth Stage: After the Crisis

At the organizational level: Local institutions should cooperate with each other, governmental organizations, and people and groups (volunteer, aid, and jihadi groups) to react faster to post-crisis issues. Officials' responsibility and accountability should be improved, and problems caused

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by the crisis should be followed up. Information management should continue through timely information flow and access for all.

At the group level: Collective action and participation should increase even more than during the crisis. Unity and cooperation should be strengthened through exchanging opinions on post-crisis issues. Social capital should be built through more trust between people and officials, common norms to overcome the crisis, and strengthened empathy. Social cohesion should be maximized through more interaction and communication, realizing collective and voluntary activities.

At the individual level: Individuals' and groups' capacity, ability, and skills should be improved to reduce the negative effects of the crisis. People should develop skills such as dealing with negative post-crisis consequences, maintaining mental and emotional peace, and abilities such as compensating for damages and returning to pre-crisis conditions.

Figure 2 shows the stepwise model of resilience with emphasis on community-oriented capacities in crisis situations.

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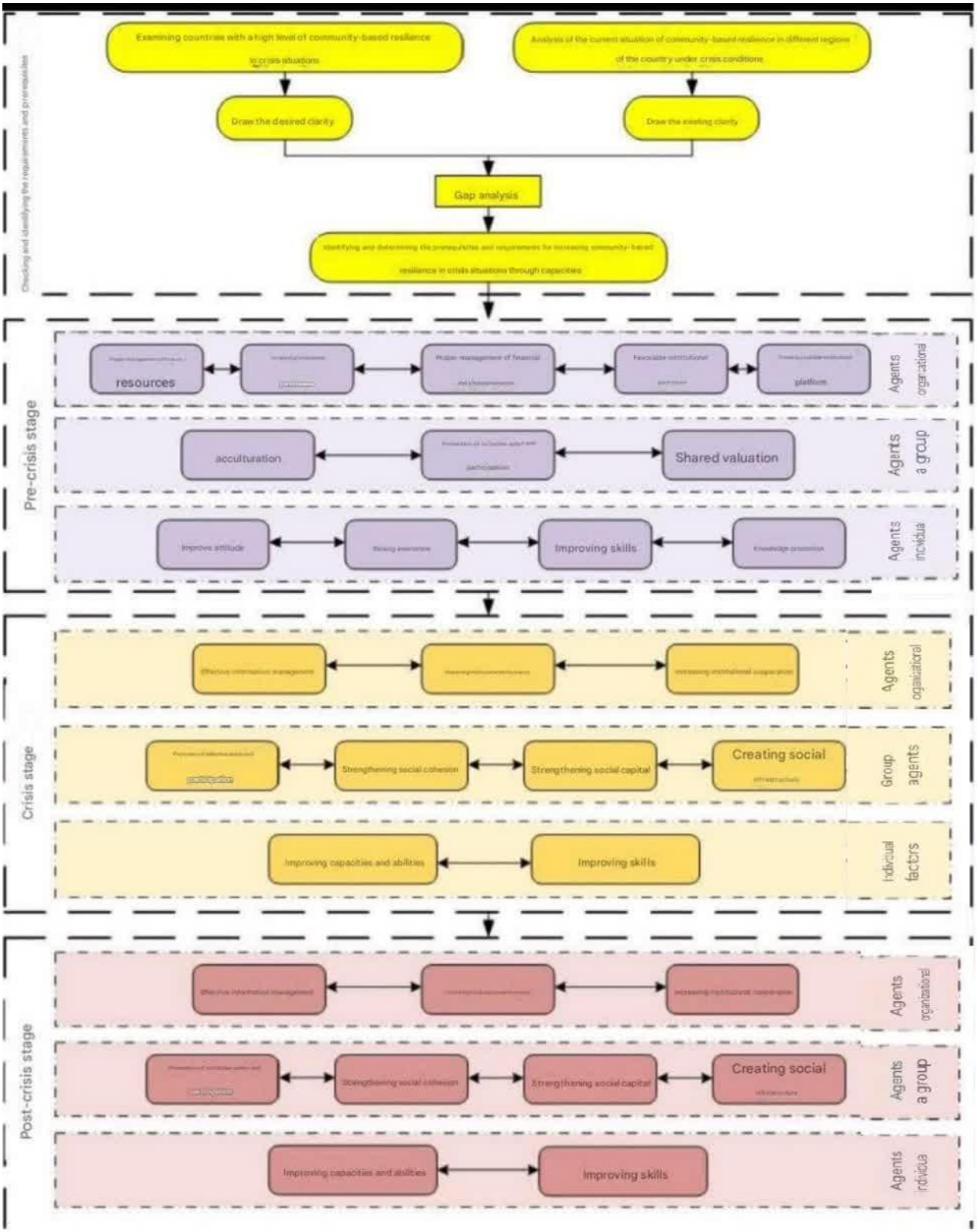


Figure 2. Resilience Stage Model with Emphasis on Community-Oriented Capacities in Crisis Conditions

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Discussion

Resilience is the ability, capacity, and capability to predict, prevent, absorb, adapt to, and change in dealing with shocks and crises (Ziari & Kanuni, 1400) that any society may face. How a society becomes resilient is very important. Different approaches have been presented regarding the resilience of societies in crises, and one of the new approaches is resilience through community-oriented capacities. Based on this, the current research was conducted with the aim of presenting a step-by-step model of resilience with emphasis on community-oriented capacities in crisis conditions, so that strategies and plans can be adopted to improve the resilience of different regions of the country.

Based on studies and the metacombination method, the effective factors on increasing resilience in crises based on community-oriented capacities were categorized into 3 categories, 18 concepts, and 66 indicators:

· Organizational factors (7 components): institutional platform, institutional governance, institutional performance, financial and physical resource management, human resource management, and information management.

· Group factors (6 components): common valuation, social infrastructure, collective action and participation, social capital, acculturation, and social cohesion.

· Individual factors (5 components): knowledge, skill, awareness, attitude, and capacity/ability.

These were placed in a four-stage process model: (1) reviewing and identifying requirements and prerequisites, (2) before the crisis, (3) during the crisis, and (4) after the crisis.

In this model, prerequisites and requirements for promoting resilience must be identified by analyzing the current and optimal situations of resilience in the country. Then, in the pre-crisis stage, from an organizational perspective, local institutions should be examined in terms of institutional framework, good governance, high performance, and proper resource management, and weaknesses should be strengthened. From a group perspective, joint valuing, collective action, participation, and acculturation should be considered by different groups, especially volunteer groups. From an individual perspective, people's knowledge, skills, and awareness should be improved, and their attitudes toward crises should be changed.

During the crisis stage, from an organizational perspective, cooperation among local institutions, other crisis management organizations, people, and groups should increase, along with effective

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information management and performance management. From a group perspective, appropriate social infrastructure should be provided by strengthening social capital and social cohesion to increase participation. From an individual perspective, people's skills, capacity, and abilities—including maintaining mental and psychological peace, effective response during crises, and adapting to tensions—should be trained and improved.

In the post-crisis stage, like during the crisis stage, local institutions must continue cooperation with each other, other relevant organizations, and people, and continuously monitor their performance and manage post-crisis information favorably. From a group perspective, collective action and participation should increase even more to reduce damage severity. From an individual perspective, skills and abilities that help reduce negative consequences after a crisis—such as dealing with negative consequences, maintaining mental and psychological peace, compensating for damages, and returning to pre-crisis conditions—should be improved.

Compared to previous research, this study not only used the results and dimensions of resilience found in earlier studies (Amiri et al., 1401; Rumiani, 1400; Nouri et al., 2019; Mossadegh Rad et al., 2019; Heydari Sarban, 2018; Elkady et al., 2023; Islam, 2023; Carmen et al., 2022; Wei & Zhaoyang, 2020; Scherzer et al., 2019; Pandey, 2019; Saja et al., 2018) in designing its final model, but also minimized the shortcomings of previous models by reducing the dispersion of results. Most importantly, it addressed community-oriented capacities in increasing resilience in crises, which previous studies have mentioned less. By presenting a step-by-step model of resilience based on community-oriented capacities, it provides a comprehensive road map to increase the country's resilience against various crises. This can be considered one of the innovative aspects of this research.

Finally, based on the results, the following suggestions are presented:

1. At the organizational level: Government officials should support the formation and launch of independent offices and non-governmental organizations in local crisis-related institutions responsible for coordination, information provision, and communication with people, so that public opinions can be used in crisis-related policies. Comprehensive training courses for local managers on recognizing possible crises in each region should be held continuously, and roles and responsibilities should be clearly defined during crises.

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2. At the group level: Joint meetings between different groups involved in crises—including relief, volunteer, and jihadi groups—should be held to increase positive interactions and create a suitable ground for more participation and cooperation during crises.

3. At the individual level: Comprehensive and public training courses should be held for all people to improve their knowledge, skills, and awareness regarding crises. Conferences and gatherings can be held continuously in schools, offices, and mosques with the theme of increasing resilience, or regular maneuvers can be organized to increase preparedness against various crises.

4. For researchers: Researchers interested in resilience are suggested to carry out comparative studies and, considering the successful performance of other countries in resilience in crises, optimize and localize successful experiences in the implementation steps and develop a clear and step-by-step model in this field.

Data availability statement

The original contributions presented in the study are included in the article/supplementary material, further inquiries can be directed to the corresponding author.

Ethics statement

The studies involving human participants were reviewed and approved by ethics committee of Islamic Azad University.

Author contributions

All authors contributed to the study conception and design, material preparation, data collection and analysis. All authors contributed to the article and approved the submitted version.

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Conflict of interest

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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