

NGOs Disaster Management Toolkit

Module 1 - The Function of NGOs in Disaster Management | Practical Materials & Fixed Simulation Toolkit



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Toolkit Map & Overview



Code	Resource Format	Suggested Time
MAT1	NGO Role Cycle Sort (Individual / Pair sorting task)	15 min
ACT1	Rapid Needs Assessment Sprint (Small groups)	20 min
PR1	Need & Capacity Cards (Printable cut-out cards)	15 min
ACT2	Coordination Web (Small group actor mapping)	20 min
PR2	Cluster Meeting Role Cards (Printable cut-out cards)	15 min
ACT3	Last-Mile Delivery Challenge (Small groups)	25 min
PR3	Vulnerable Group Persona Cards (Printable cut-out cards)	15 min
ACT4	Duplication vs Gap Board (Small groups)	20 min
SIM1	Urban Earthquake NGO Coordination (Fixed simulation)	60-75 min
DEB1	After-Action Review (Group debrief)	15 min
EV1	Simulation Observer Rubric (Observer evaluation)	During SIM
EV2	Participant Self-Assessment & Check (Individual)	10 min
FAC1	Facilitator Guide & Cues (Facilitator overview)	Reference

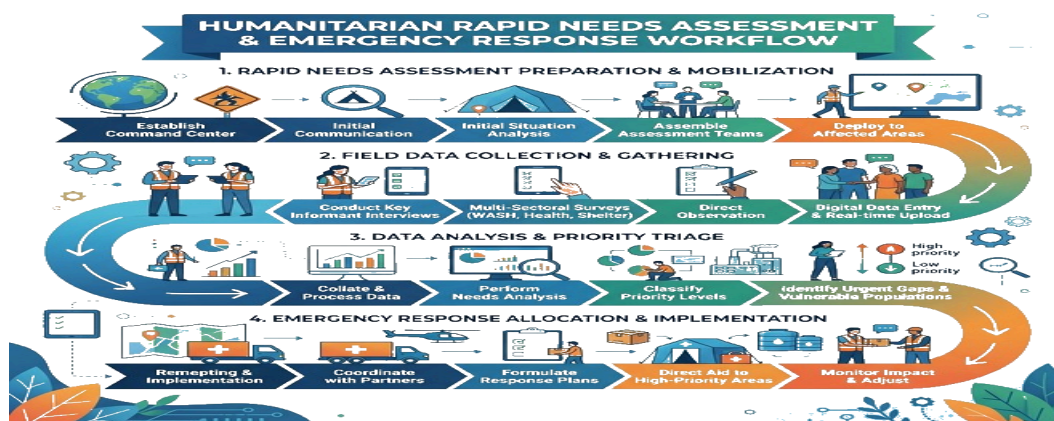
MAT1 — NGO Role Cycle Sort



Instruction: Cut or review the action items below. In groups, place each action under the correct disaster management phase.

Action Item	Correct Phase	NGO Operational Focus
Community hazard mapping & vulnerability survey	Mitigation / Preparedness	Identify risks with community leaders.
Pre-positioning emergency shelter kits & water packs	Preparedness	Stockpile supplies in accessible hubs.
Rapid field needs assessment & emergency triage	Response	Deploy field teams within first 6 hours.
Psychosocial support for displaced families	Response / Recovery	Provide counseling and trauma care.
Livelihood restoration & micro-grant support	Recovery	Assist small business transition.
Participatory community resilience workshop	Mitigation	Build long-term community capacity.

ACT1 – Rapid Needs Assessment Sprint



Scenario: A major earthquake affects a dense urban district. Your NGO team receives preliminary field data. Analyze the reported needs, identify urgency levels, and allocate response priorities.

Reported Field Data	Affected Sector	Priority Level	Immediate NGO Action
120 families stranded in school yard with no clean water.	WASH / Shelter	High (0-6 Hours)	Dispatch mobile water purification & tarpaulins.
Elderly care facility isolated by road debris.	Health / Protection	Critical (Immediate)	Deploy search-and-rescue liaison & transport.
Unverified rumor of food shortage in District C.	Food Security	Medium (Verification)	Send scout team to verify with community leaders.
Power outage at community clinic with cold storage vaccine stock.	Health / Infrastructure	High (0-6 Hours)	Deliver emergency battery generator unit.

PR1 — Printable Need & Capacity Cards

FIELD NEED CARDS [RED]

NGO CAPACITY CARDS [NAVY]

Cut or distribute these cards for matching exercises during coordination drills or SIM rounds.

NEED: 120 displaced families need temporary shelter.

NEED: Neighbourhood reports zero drinking water access.

NEED: Older residents unable to reach aid distribution point.

NEED: Trauma & psychosocial distress reported at shelter.

NEED: Main supply route blocked by building collapse.

CAPACITY: 50 emergency family tents & 100 tarpaulins.

CAPACITY: Mobile water tanker (5,000L capacity).

CAPACITY: 20 youth volunteers with door-to-door transport.

CAPACITY: Certified PFA (Psychological First Aid) team.

CAPACITY: Heavy machinery clearance contact via municipal liaison.

ACT2 — Coordination Web & Actor Mapping



Key Actor / Stakeholder	Information Shared	Resource / Referral Link	Decision Mechanism
Municipal Emergency Authority	Daily damage & needs logs	Clearance & security permits	Joint Operations Center briefing
Partner NGO Network	Sector coverage & stock levels	Shared transport & logistics	Daily 17:00 cluster meeting
Community Leaders	Vulnerable resident lists	Local distribution venues	Community advisory board
Local Health Clinic	Medical supply requests	Patient referral pathways	Health sector liaison officer

PR2 — Cluster Meeting Role Cards

NGO LEADERSHIP	SECTOR LEADS	INCLUSION & LOGISTICS
NGO Coordinator	Set organizational priorities, represent NGO capacity, request coordination support.	
Shelter Focal Point	Report displacement and shelter gaps; avoid duplication of temporary shelter support.	
Health Liaison	Highlight clinic stock levels, emergency medical requests, and hygiene kits.	
Logistics Lead	Coordinate vehicle routes, fuel supply, warehousing, and last-mile distribution.	
Inclusion Officer	Ensure response plans reach older persons, persons with disabilities, and isolated families.	
Public Authority Liaison	Maintain official communication channel with municipal emergency operations.	

ACT3 & PR3 — Last-Mile Delivery & Vulnerable Persona Cards



Target Area	Population & Conditions	Coordinated NGO Strategy
Area A	200 residents; easy road access; another NGO active.	Focus on non-food items & coordination to prevent overlap.
Area B	85 residents; difficult road access; several older persons.	Deploy 4WD vehicle & mobile team for direct home delivery.
Area C	150 residents; informal shelter site; WFA needs high.	Establish temporary distribution hub with local community lead.

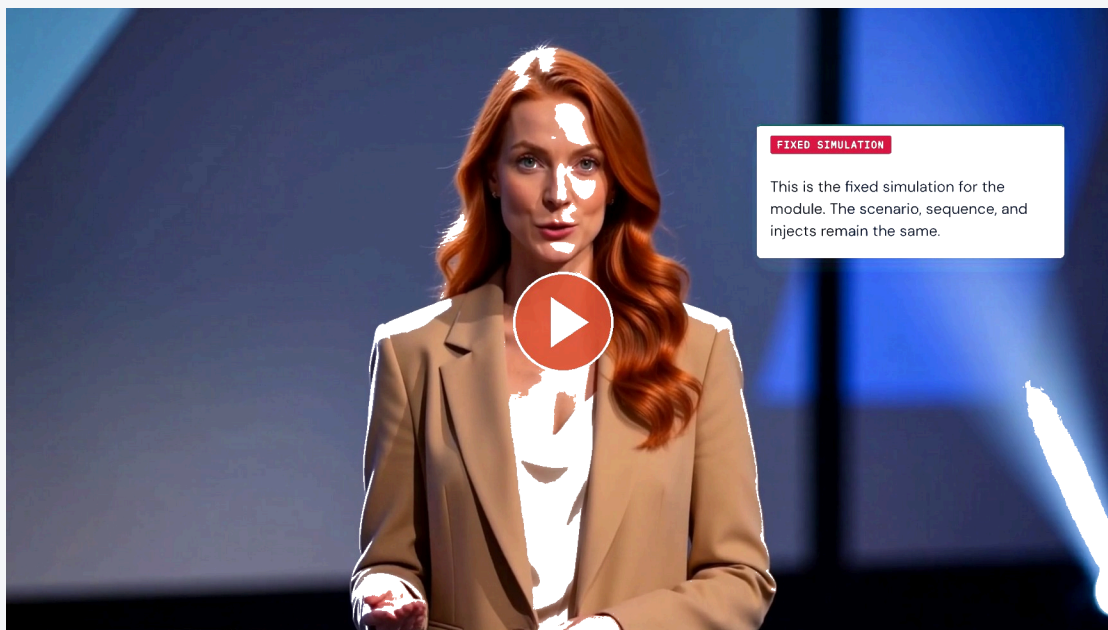
ACT4 — Duplication vs Gap Board

IDENTIFY OVERLAP		RESOLVE SECTOR GAPS	RE-ALLOCATE RESOURCES
Organisation	Planned Activity	Identified Overlap / Gap	Revised Allocation
NGO A	Food distribution in Area A & Area C	Overlap in Area A with NGO B	Shift NGO A exclusively to Area C.
NGO B	Food & water distribution in Area A	Duplication with NGO A in food	Focus NGO B on WFA & water in Area A.
NGO C	Medical triage in District 2	No gap in primary triage	Partner with NGO C for clinic referrals.
Your NGO	Multi-sector response & logistics	Uncovered gap in Area B shelter	Direct emergency shelter kits to Area B.

SIM1 — 48 Hours: Urban Earthquake NGO Coordination Simulation

Simulation video

Open the linked file in your browser or media player.



[\[OPEN VIDEO — CLICK TO PLAY \]](#)

Mission: Operate a local NGO for the first 48 hours after a major urban earthquake. The team must assess needs, mobilize resources, coordinate with authorities and humanitarian actors, reach vulnerable groups, avoid duplication, and prepare the transition to early recovery.

Rules

- Work only with the information released in each round.
- Record every major decision and the reason for it.
- Do not assign your NGO specialist tasks outside its stated capacity.
- Every round must include at least one coordination action.
- Every round must identify at least one vulnerable or hard-to-reach group.

Starting resources

24 volunteers	1 minibus	2 first-aid kits
1 community centre available as a hub	Basic phone and internet access, but unstable	Local links with community leaders
Limited emergency budget		

SIM1 — Roles, Injects & Response Decision Log

ROUND 1: 0-6h	ROUND 2: 6-24h	ROUND 3: 24-48h	ROUND 4: RECOVERY
Simulation Round	Key Inject Description	Required Team Action	
Round 1 (0-6 Hours)	Rapid field report identifies urgent shelter & water needs; main supply road blocked.	Deploy scout team, establish alternative route & issue initial report.	
Round 2 (6-24 Hours)	30 spontaneous volunteers arrive; 2 NGOs announce food delivery in same area.	Organize volunteer triage; coordinate with NGOs to eliminate duplication.	
Round 3 (24-48 Hours)	Emergency stock running low; displaced families request psychosocial support.	Reallocate budget; deploy PFA team & request cluster support.	
Round 4 (Early Recovery)	Immediate life-saving demand decreases; community requests recovery participation.	Transition focus to livelihood restoration & community recovery plan.	

DEB1, EV1 & EV2 — Debrief & Observer Rubric



Evaluation Criterion	1 - Weak	2 - Developing	3 - Effective	4 - Strong
Rapid Needs Assessment	No field data used	Basic data used	Priorities matched data	Comprehensive triage
Inter-Agency Coordination	No contact made	One contact made	Active cluster contact	Seamless partner integration
Inclusion & Vulnerability	Group overlooked	Partial coverage	Targeted outreach	Fully inclusive delivery
Adaptability & Recovery	Rigid response	Delayed shift	Timely adaptation	Proactive recovery transition

FAC1 — Facilitator Guide & Project References

- United Nations Office for the Coordination of Humanitarian Affairs (2012). Coordination to Save Lives.
- United Nations Development Programme (2014). Community-Based Disaster Risk Reduction.
- International Federation of Red Cross and Red Crescent Societies (2018). World Disasters Report 2018.
- World Bank (2017). Building Back Better: Achieving Resilience through Stronger, Faster, and More Inclusive Recovery.

Digital adaptation note: Each worksheet, role card, decision log, and rubric can be published as an independent web component under WP3. SIM1 is suitable for timed online scenario updates, role selection, and post-simulation reflection.



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