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Objective:
To improve the engagement of nongovernmental organizations (NGOs) in disasters.

Introduction and User's Guide

The primary aim of this toolkit is to improve the engagement of nongovernmental organizations (NGOs) in disasters. For this toolkit, NGO refers to any group outside of government. This may include civil society organizations, as well as social or community-based groups. This toolkit primarily focuses on the following four types of NGOs:

- international aid organizations
- in-country nonprofit organizations
- philanthropic organizations
- businesses.



This toolkit is intended for any NGO; however, since the toolkit was developed with input from U.S. and Chinese NGOs, some sections of the toolkit may be more or less relevant for NGOs depending on their geographic location.



To accomplish this aim, the toolkit is divided into four sections:

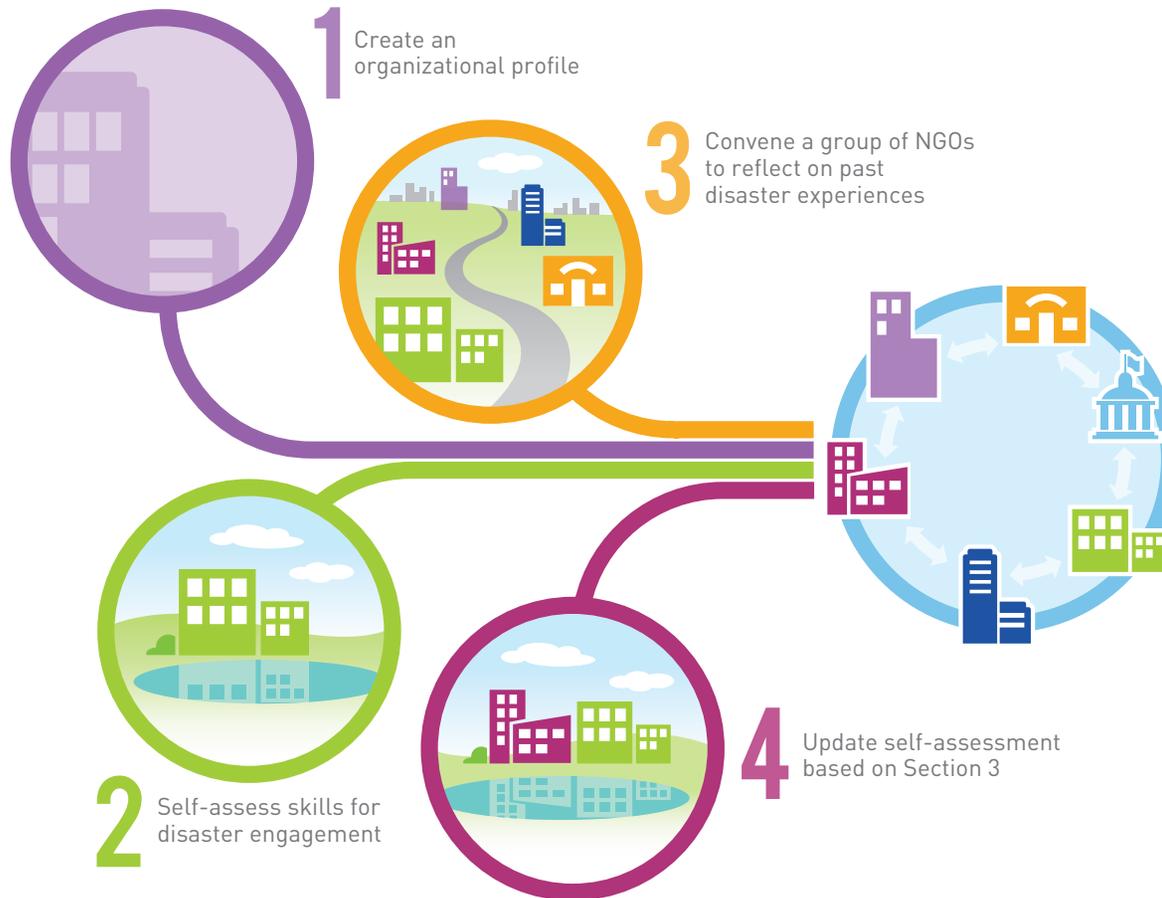
- 1 an NGO general information profile
- 2 an assessment of NGOs' current level of essential skills for disaster response and recovery
- 3 an assessment of the historical context in which NGOs are operating
- 4 a reflection exercise to enhance the accuracy of NGOs' self-assessment.

Each section of the toolkit corresponds to an action step that NGOs should take to improve their engagement (Figure 1). All toolkit sections can be used by NGOs independently or as a part of a broader NGO emergency planning group. A single NGO can independently complete Sections One and Two of the toolkit with its internal staff as a way of benchmarking its capabilities to engage during a disaster. The NGO can prioritize specific sections depending on its goals. Section Three is ideally completed in a gathering with other NGOs to reflect on past disaster experiences together, and Section Four is completed to explore what this all means for future NGO planning. Revisiting the toolkit sections routinely can help an NGO monitor its progress in achieving goals for engagement in disaster response and recovery and how well NGOs are working together in a community or region.

For the purposes of this toolkit, we refer to disasters as both natural disasters (such as hurricanes, floods, and tornados) and complex humanitarian disasters (such as oil spills, nuclear disasters, and displaced populations).

This toolkit focuses not just on disaster response operations, but also on the longer-term disaster recovery operations. Throughout the document, the term “disaster” is used to connote this spectrum of activity.

Figure 1. Outline of the ENGAGED Tool



The secondary aim of this toolkit is to raise awareness among government partners of the relevant skills and assets of NGOs and their potential roles during a disaster. The NGO general information profiles (Section One) and final NGO self-assessments (Sections Two and Four) are formatted to enable them to be compiled into a **community profile** that describes essential skills and assets of NGOs and their reliability during a disaster, and that identifies key points of contact within NGOs with whom government partners can interface. This community profile can be shared with government partners to improve their awareness.

If the community wants to use the toolkit as part of an **NGO emergency planning group** exercise, consider assembling a group of NGOs representing the following sectors: social services, faith-based, education, healthcare, animal refuge/protection, business, media, and other NGO sectors relevant to your community. NGOs should be the core components of your assembly. You may also consider inviting one or two government or emergency planning representatives for support. Government partners can be included, but make sure that NGOs have a chance to lead the exercises. Further, your community may also choose to engage government representatives after your NGO emergency planning group has completed the toolkit, by presenting the community profile compilation or other toolkit-related products as a way to start the conversation about better NGO integration.

How This Toolkit Was Developed

This tool was motivated by a key challenge in engaging NGOs in disaster response—how to effectively ensure that NGOs' involvement leverages their assets, incorporates an understanding of how NGOs interact with each other and with government, and supports a framework for long-term engagement across the response and recovery continuum.

The challenges of NGO engagement are not new, and several efforts have focused on addressing those issues. Recent strategies, such as the United States' National Health Security Strategy and the National Disaster Recovery Framework, as well as policy documents generated by the International Red Cross and the SPHERE Project, have emphasized the importance of engaging organizations outside the government. Still, there is no official policy, documentation, or guidance for how social and community-based organizations should lead or work with government through the disaster response and recovery phases. Further, there is limited international guidance on the role of social participation in disaster response and recovery. While social and community-based organizations provide critical social, economic, and health services, there is evidence to suggest that their effectiveness could be enhanced if the relevant organizations were more formally engaged in recovery efforts and better integrated into planning at the local and state levels.

To address this tension and to create a toolkit that would support engagement of NGOs, we used three sources of information and analysis to guide the content:

1. a literature review, which included synthesis from prior RAND analyses, as well as the extant literature on the role of NGO engagement
2. key informant interviews in case study sites in both the United States and China, which were organized to capture the perspectives of a range of NGO and government leaders regarding the roles and expectations for NGOs and to understand where opportunities for more-robust engagement may exist
3. input and review by NGO stakeholders on the design and content of the toolkit.

We then synthesized this information to guide the content of the toolkit, particularly noting the dimensions of NGO engagement that have contributed to successful disaster response and recovery and identifying areas of improvement as cited by NGO and other stakeholders.

The toolkit was then pilot tested with communities in the United States and in China, and feedback from the pilot test was incorporated into the final version of the toolkit. More-detailed methods and findings from the U.S. pilot test are described in a background document, available at www.rand.org/pubs/tools/TL202.html.

Exercises in this Toolkit

Reflection Questions

Reflection questions in *Section Two: Disaster Skills Self-Assessment* and *Section Three: Assessing Past Partnerships* prompt toolkit users to think about whether their NGOs have processes, partners, or resources in place that would prepare them for engagement during disaster response and recovery. The questions are accompanied by check boxes that allow an NGO to informally estimate how much work it has done (or might be called upon to do) in a particular domain. These questions are then followed by a more formal assessment of the NGO's capabilities in the rating scale.

Rating Scale

In this exercise, in Section Two, toolkit users assess their NGO's capabilities across numerous domains. Self-assessment categories are (1) "needs a lot of improvement," (2) "needs some improvement," (3) "mostly a strength, but could be improved a little," and (4) "is a strength." In Section Three, toolkit users rate four different types of NGOs in their community across multiple dimensions using the following categories: (1) "significant challenge to engagement," (2) "needs some improvement to help with engagement," (3) "currently working fairly well, and helping to enhance engagement," and (4) "major facilitator to engagement." The rating scale exercises should be revisited and updated routinely by NGOs in order to monitor progress in achieving goals for engagement in disaster response and recovery.

Improvement Plan

The exercises in Sections Two and Three provide an opportunity to specify activities that NGOs can accomplish to improve those dimensions self-assessed in the rating scale as needing improvement. Each improvement activity is assigned (1) a person to lead it and (2) a date for completion. While the improvement plan can be done independently by NGOs, completing this exercise as part of a gathering with other NGOs can be an efficient way to coordinate activities across the community and spur ideas for activities.

Document Assets

In Section Two, there is an important table to help NGOs document the assets that they bring to a disaster in terms of competencies, money, infrastructure or equipment, services, relationships, and data. Writing down assets is the best way to quickly identify gaps in assets that can then be addressed. NGOs should return to this table periodically and continue to update the assets in each category as they are added or changed.

Organization Inventory

In Section Three, the Organization Inventory is an opportunity for NGOs to document their partnerships across key sectors (government, international aid, nonprofit, philanthropic, and business). Building on the idea that networks of NGOs working together in a disaster results in a stronger and more efficient response, this table identifies strengths and gaps in an NGO's partner network. This exercise is intended to be completed in a gathering with other NGOs because it is an opportunity to network with potential partners to fill gaps that have been identified.

About This Toolkit

The research reported here was sponsored by the Ford Foundation and conducted in the RAND Infrastructure Resilience and Environmental Policy program, which performs analyses on urbanization and other stresses. This includes research on infrastructure development, infrastructure financing, energy policy, urban planning and the role of public-private partnerships, transportation policy, climate response, mitigation and adaptation, environmental sustainability, and water resource management and coastal protection. Program research is supported by government agencies, foundations, and the private sector.

This program is part of RAND Justice, Infrastructure, and Environment, a division of the RAND Corporation dedicated to improving policy- and decisionmaking in a wide range of policy domains, including civil and criminal justice, infrastructure protection and homeland security, transportation and energy policy, and environmental and natural resource policy. Questions or comments about this report should be sent to the project leader, Joie Acosta (Joie_Acosta@rand.org). For more information about RAND Infrastructure Resilience and Environmental Policy, see www.rand.org/jie/irep or contact the director at irep@rand.org.

Abbreviations used in this guide:

ACF - Administration for Children and Families

DHS - U.S. Department of Homeland Security

DSS - Department of Social Services

FEMA - Federal Emergency Management Agency

HHS - U.S. Department of Health and Human Services

HPP - Hospital Preparedness Program

HUD - U.S. Department of Housing and Urban Development

ICS - Incident Command System

NGO - nongovernmental organization

OFBNP - Office of Faith-Based and Neighborhood Partnerships

R&R - roles and responsibilities

SAMHSA - Substance Abuse and Mental Health Services Administration

1

Objective:

To create a general information profile about your organization.

Section One
General Information Profile

Welcome to Section One of the ENGAGED Toolkit! The first step to getting engaged is to share information about your organization with others.

This self-assessment is to be completed by individual organizations.



Fill in responses to each of the questions below, for your organization.

NAME OF ORGANIZATION: _____

1. What is the mission and vision of my organization?

2. Who does my organization represent?

3. What skills and resources does my organization possess?

4. What products or services does my organization offer?

5. What alliances or relationships does my organization have with other organizations? Include those for which my organization has formal and informal agreements or relationships.

6. (If not a business) What experience does my organization have in working with the corporate or business sector?

HEADQUARTERS

Address: _____
Telephone: _____
Fax: _____
Email: _____

FIELD OFFICE

Address: _____
Telephone: _____
Fax: _____
Email: _____

CONTACT

Name and position of primary contact: _____
Name of executive director: _____
Website: _____
Date Founded: _____

NUMBER OF STAFF:

Field Office: _____

Worldwide: _____

ORGANIZATIONAL FOCUS (check all that apply):

- | | | | |
|--------------------------------------------|---------------------------------------|------------------------------------------|-----------------------------------------------|
| <input type="checkbox"/> Children | <input type="checkbox"/> Human rights | <input type="checkbox"/> Refugees | <input type="checkbox"/> Economic development |
| <input type="checkbox"/> Indigenous people | <input type="checkbox"/> Women | <input type="checkbox"/> Environment | <input type="checkbox"/> Labor rights |
| <input type="checkbox"/> Disaster affected | <input type="checkbox"/> Health | <input type="checkbox"/> Migrant workers | <input type="checkbox"/> Other: _____ |

TYPE OF ACTIVITIES (check all that apply):

- | | | |
|-----------------------------------|------------------------------------------|---------------------------------------|
| <input type="checkbox"/> Research | <input type="checkbox"/> Development | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Advocacy | <input type="checkbox"/> Disaster relief | |

SCOPE OF OPERATIONS:

- Local
- Regional (please define): _____

ORGANIZATIONAL FOCUS (check all that apply):

- Nationwide
- International (please define): _____

2

Objective:

To assess your organization's current level of essential skills for disaster response and recovery.

Section Two

Disaster Skills Self-Assessment

In Section Two of the ENGAGED Toolkit, you'll assess your organization's level of essential skills for disaster response and recovery across multiple domains.

This self-assessment is to be completed by individual organizations.



The aims of this self-assessment are to:

- examine and catalog the variety of skills that your organization needs to be an effective partner in disaster response and recovery, and highlight the important contributions and assets that your organization brings to the table during disaster preparedness, response, and recovery
- support your organization's planning about which assets to use and how to ramp up services from day-to-day operations to disaster response or recovery operations
- improve government awareness of how your organization and other NGOs contribute and which NGOs can be counted on during disaster response and recovery efforts.

Section Two: Disaster Skills Self-Assessment

When responding to the questions below, think about past disasters and general organizational capacity. One or more organizational representatives can work together to complete the self-assessment. This assessment covers four domains:

1. Roles and Responsibilities



Your organization's roles and responsibilities and plans to coordinate with government agencies and with other NGOs

2. Assets



Your organization's awareness of your own organizational assets, as well as the assets of other NGOs

3. Communication



Your organization's plans to communicate with employees and constituents

4. Long-Term Recovery



Your organization's plans to work on the disaster consequences over the long term (i.e., months and years after disaster strikes)

For each domain, the section reviews the importance of the domain and describes what the domain may look like if ideally implemented (i.e., in action). The section also provides reflection questions and a self-rating scale to help an organization assess its understanding of the domain and the extent to which each domain is reflected in plans and in practice. The toolkit provides a template for improvement planning for each domain and a list of starter improvement ideas for organization.



Domain 1: Roles and Responsibilities

Importance

Understanding your roles and responsibilities in relation to other agencies and organizations (government and nongovernment) is key to ensuring that your organization knows how to contribute to immediate response and long-term recovery (e.g., by identifying other organizations with similar or shared disaster response or recovery roles and responsibilities so that your organization can better coordinate disaster services) and who to rely on for support and leadership. It helps ensure that the assumptions your organization has made as part of its pre-disaster planning are valid and feasible and that the assumptions other organizations have made about your organization's role and contributions are accurate and realistic. It also helps to identify areas where there is a conflict in planning (e.g., the plans of two organizations conflict because they intend to use the same facility for shelter or the same support organization).

Roles and Responsibilities in Action

Below, we provide a set of concrete indicators so that your organization's roles and responsibilities are clearly defined.

International Aid Organization



An international aid organization with a keen understanding of its roles and responsibilities in relation to others has:

- defined a set of core service areas that it will provide in a country in the event of a disaster
- identified in-country organizations it will need to rely on for support to provide those core services
- contacted those in-country organizations to ensure that they will be available in the event of a disaster

- alerted other similar providers (e.g., other international aid organizations) of their intentions to provide core services during a disaster to ensure there is not duplication
- alerted constituents about their intention to provide core services during a disaster.

In-Country Nonprofit Organization



An in-country nonprofit organization with a keen understanding of its roles and responsibilities in relation to others has:

- defined the routine services that it can augment for disaster response and recovery
- described the population(s) it is best equipped to serve
- noted where and how it should partner with other organizations to provide response and recovery services.

Philanthropic Organization



A philanthropic organization with a keen understanding of its roles and responsibilities in relation to others has:

- defined the key agencies and services it will provide support to during a disaster
- notified these key agencies so they are aware of what level of support to expect
- alerted other philanthropic organizations about the areas of support being emphasized, so as to avoid duplication or leverage like organizations' resources.

Business



A business with a keen understanding of its roles and responsibilities in relation to others has:

- defined the customer base that relies on the goods and services of the business
- identified a set of core services that it will continue to offer in the event of a disaster and developed a continuity of operations plan to account for these core services

- notified other businesses, supply chain partners, investors, and so on what the business will rely on to follow its continuity of operations plan.

Reflection Questions

To help assess your organization relative to the indicators above, consider the following reflection questions and then rate your organization on the rating scale below as: needs a lot of improvement, needs some improvement, mostly a strength but could be improved a little, and is a strength.

International Aid Organization



- Does your organization rely on the government of the disaster-affected country for any support?
- Does your organization know who makes the decisions about whether international aid is needed?
- In what ways does your organization currently collaborate with other local nonprofits providing the same services?
With similar government services?
- Has your organization specified how long it will be able to sustain disaster services post-disaster? What will happen to your target population when these services are ramped down?
- Has your organization specified how disaster services may vary depending on the type of disaster (e.g., a slow-moving disaster, such as a drought, or an acute disaster, such as an earthquake)?
- Has your organization identified a sister aid organization that could step in to serve your target population if your organization is unable to provide its intended services?
- Which of the following key organizations does your organization need to reach out to:
 - o government organizations
 - o in-country nonprofit organizations
 - o philanthropic organizations
 - o businesses?

In-Country Nonprofit Organization



- Has your organization clearly defined the population it will serve and the services it will provide during disaster response and recovery, if any?
- Has your organization specified how long it will be able to sustain disaster-services post-disaster? What will happen to your target population when these services are ramped down?
- In what ways does your organization currently collaborate with other local nonprofit and international aid organizations providing the same services? With similar government services?
- Has your organization specified how disaster services may vary depending on the type of disaster (e.g., a slow-moving disaster, such as a drought, or an acute disaster, such as an earthquake)?
- Has your organization identified a sister organization that could step in to serve your target population if your organization is unable to provide its intended services?
- Which of the following key organizations does your organization need to reach out to:
 - o government organizations
 - o in-country nonprofit organizations
 - o philanthropic organizations
 - o businesses?

Philanthropic Organization



- Has your organization clearly identified the types of services you will support during a disaster response or recovery effort? How about the specific organizations that provide these services?
- Has your organization specified thresholds for the level of philanthropic support you will provide during an emergency? How does this change post-disaster, during the recovery period?

- Has your organization specified how philanthropic support may vary depending on the type of disaster (e.g., a slow-moving disaster, such as a drought, or an acute disaster, such as an earthquake)?
- Are other philanthropic organizations aware of your organization's plans? Does your organization plan to leverage resources from any other organizations during a disaster (e.g., matched funds)?
- Which of the following key organizations does your organization need to reach out to:
 - o government organizations
 - o international aid organizations
 - o in-country nonprofit organizations
 - o businesses?

Business



- Does your business know how you will support nonprofit and international aid organizations or the larger community in the event of a disaster, if at all? Have you identified thresholds of this support?
- Has your business specified how disaster supports may vary depending on the type of disaster (e.g., a slow-moving disaster, such as a drought, or an acute disaster, such as an earthquake)?
- Has your business established a partnership for joint funding with any philanthropic organizations? Do you know whether philanthropic organizations are planning to contribute if a disaster strikes? If so, do you know which ones?
- Which of the following key organizations does your business need to reach out to:
 - o government organizations
 - o international aid organizations
 - o in-country nonprofit organizations
 - o philanthropic organizations?

Rating Scale

Considering the descriptions in the **Roles and Responsibilities in Action** section and the **Reflection Questions** above, rate the extent to which roles and responsibilities (R&Rs) are understood and clearly reflected in plans and practice. Then proceed to creating an improvement plan for any areas rated 1-3. As a reminder, the assessment is intended to identify your organization's current understanding of your roles and responsibilities during disaster response and recovery. The improvement plan (contained later in this section) provides a place for your organization to record aspirational roles and responsibilities.

Dimension	Needs a Lot of Improvement 	Needs Some Improvement 	Mostly a Strength, but Could Be Improved a Little 	Is a Strength 
Understanding	<input type="checkbox"/> Very little understanding of R&Rs of my organization in relation to others	<input type="checkbox"/> Some understanding of R&Rs of my organization in relation to others	<input type="checkbox"/> Mostly understand R&Rs of my organization in relation to others	<input type="checkbox"/> Completely understand R&Rs of my organization in relation to others
Reflected in Plans	<input type="checkbox"/> No plan or plan does not clearly lay out any of our R&Rs in relation to others	<input type="checkbox"/> Plan clearly lays out some of our R&Rs in relation to others	<input type="checkbox"/> Plan clearly lays out most of our R&Rs in relation to others	<input type="checkbox"/> Plan clearly lays out all of our R&Rs in relation to others
Reflected in Practice	<input type="checkbox"/> No outreach to other key organizations to clarify our R&Rs or to learn more about their R&Rs	<input type="checkbox"/> Outreach to some other key organizations to clarify our R&Rs or to learn more about their R&Rs	<input type="checkbox"/> Outreach to most other key organizations to clarify our R&Rs or to learn more about their R&Rs	<input type="checkbox"/> Outreach to all other key organizations to clarify our R&Rs or to learn more about their R&Rs

Improvement Plan

For areas rated as needing any improvement (1-3), specify some activities that your organization can do to improve understanding of its roles and responsibilities in relation to others, as well as the extent to which the roles and responsibilities of other organizations are reflected in their own plans and practice.

Some ideas for improving understanding, plans, and practice include:

- reaching out to other similar organizations in person or via phone or email to discuss your respective roles and responsibilities
- creating flyers, brochures, a website, and other outreach materials that specify what your plans are in the event of a disaster
- planning a meeting with other similar organizations to discuss plans and identify areas where alignment is needed
- creating a dashboard of response and recovery resources that list roles and responsibilities for each participating organization.

Areas for Improvement	Improvement Activity	Person to Lead	Date for Completion
To improve understanding...	1. 2.		
To improve plans...	1. 2.		
To improve practice...	1. 2.		



Domain 2: Assets

Importance

The growing scale and frequency of disasters emphasize not only that these events are probable, but that the resources required for successfully responding to and recovering from each disaster will be progressively spread thin. The economics of disaster has become a highly debated policy issue (e.g., amendments to the Stafford Act¹ in the United States were vigorously argued in the U.S. Congress in 2011), underscoring the necessity for communities to harness the full range of governmental and nongovernmental assets. Every recent emergency or disaster has emphasized the vital role of NGO resources in enhancing emergency preparedness, response, and recovery. Investments—of time, effort, and expertise, not just financial resources—are needed. NGOs also provide information, supplies, and direct services and have access to diverse populations, integral in community rebuilding.

Assets in Action

Below is a table showing the array of assets (e.g., competencies, relationships, data, money) for different types of organizations. Review the chart and use the reflection questions below to identify key assets your organization brings to disaster response and recovery. For definitions of the abbreviations used in the table, see the abbreviations list in the Introduction and User's Guide section of this toolkit.

1. For more information on the Stafford Act, see <https://www.fema.gov/robert-t-stafford-disaster-relief-and-emergency-assistance-act-public-law-93-288-amended>.

Sector <i>Brief definition</i> 	Competencies <i>Knowledge, skills, and expertise</i> 	Money <i>Financial or economic assets</i> 	Infrastructure or Equipment <i>Physical assets and constructed facilities</i> 	Services <i>Help or aid supplied</i> 	Relationships <i>Social or professional ties, or connective organizations</i> 	Data <i>Information collected</i> 
Business	Financial and organizational management, local supply chains	Investors and customers	Warehouses, transportation, trucks, goods (supplies, food, etc.)	Supply a variety of goods or services to local residents	With supply chains, transport, customers, connector to chambers of commerce, employees	Purchasing patterns, supply chain disruptions
Community leadership	Policy development/enforcement, advocacy	Community funds or foundations	Public buildings, local government, local law enforcement	Advocate for community change, develop and enforce policies	With constituency and other local leaders, connector to national leaders	Pending policies
Cultural and faith-based groups and organizations	Community values, spiritual and emotional support	Philanthropic support	Congregations or constituencies, churches or cultural centers, religious texts, donations of food or clothes	Provide donations and volunteer management, spiritual and emotional care, translation support	With congregations or constituencies, and other cultural and faith-based groups, connector to HHS OFBNP	Needs and assets of congregations and constituents
Emergency management	ICS, disaster resources and financing, emergency plans	Disaster financing	ICS, operations or command center, emergency communication systems, surveillance systems	Manage emergency operations, conduct surveillance	With public health, government, connector to FEMA and DHS	Risks and hazards, damage and threat assessment

Section Two: Disaster Skills Self-Assessment

Sector <i>Brief definition</i> 	Competencies <i>Knowledge, skills, and expertise</i> 	Money <i>Financial or economic assets</i> 	Infrastructure or Equipment <i>Physical assets and constructed facilities</i> 	Services <i>Help or aid supplied</i> 	Relationships <i>Social or professional ties, or connective organizations</i> 	Data <i>Information collected</i> 
Mental/behavioral health	Assessment of problems, inpatient and outpatient care	Government programs (Medicare and Medicaid) and private insurance companies	Assessment centers, emergency or after-hours care, mobile care units, inpatient facilities, outpatient clinics or private practice offices, psychotropic and other medications, evidence-based therapeutic approaches	Provide mental health care, substance abuse prevention and treatment	With clients, behavioral health providers, pharma, connector to SAMHSA	Client needs, service access and utilization
Social services	Case management, employment, child protection, disability services	Primarily government programs	Intake centers, service agencies	Coordinate and deliver social services	With clients, social service providers and case managers, connector to ACF, DSS	Client needs, service access and utilization
Housing and sheltering	Assessment of housing needs (permanent and temporary), housing and shelter services	Primarily government programs	Temporary and permanent dwellings, intake center, cots, blankets, etc.	Provide short- and long-term housing	With builders, construction, lenders, and mortgage insurers, connector to HUD	Availability of housing (e.g., waiting lists, transition lists)

<p>Sector <i>Brief definition</i></p> 	<p>Competencies <i>Knowledge, skills, and expertise</i></p> 	<p>Money <i>Financial or economic assets</i></p> 	<p>Infrastructure or Equipment <i>Physical assets and constructed facilities</i></p> 	<p>Services <i>Help or aid supplied</i></p> 	<p>Relationships <i>Social or professional ties, or connective organizations</i></p> 	<p>Data <i>Information collected</i></p> 
<p>Media</p>	<p>Communication, information dissemination</p>	<p>Investors and customers</p>	<p>Print or networking center, broadcast center (video and radio), offices, mass printing, web capabilities, microphones, cameras, and computers</p>	<p>Disseminate information</p>	<p>With other print/web/radio media, connector to national media</p>	<p>Circulation statistics (e.g., demographics, reach)</p>
<p>Healthcare</p>	<p>Patient triage, care, management, and transfer</p>	<p>Government programs (Medicare and Medicaid) and private insurance companies</p>	<p>Hospitals, community health centers, private practices, urgent care facilities, medical equipment, vaccines, and other countermeasures</p>	<p>Coordinate and deliver physical health care</p>	<p>With patients, providers, pharma, medical suppliers, insurers, connector to HPP</p>	<p>Patient needs, service access and utilization, medical supplies, pharma supplies</p>

Section Two: Disaster Skills Self-Assessment

Sector <i>Brief definition</i> 	Competencies <i>Knowledge, skills, and expertise</i> 	Money <i>Financial or economic assets</i> 	Infrastructure or Equipment <i>Physical assets and constructed facilities</i> 	Services <i>Help or aid supplied</i> 	Relationships <i>Social or professional ties, or connective organizations</i> 	Data <i>Information collected</i> 
Aging	Surveillance, non-medical services, education, and resources for seniors, caregiver education	Primarily government programs	Government office, local service providers (transport, civic, nutrition, etc.), transport vehicles, senior resources directory, senior educational materials	Provide nonmedical services for seniors	With seniors and senior service providers	Senior needs, senior service access and utilization
Education and childcare settings	Child development, multi-modal education, child transport and food service	Local tax base	Schools (pre-college) that house gyms and kitchens, daycares (commercial and residential), program-specific providers (e.g., Gymboree), books and toys, duplication and audio-visual equipment, desks and chairs	Provide educational programming, Head Start, nutrition programs (e.g., free or reduced school lunch)	With children, parents, childcare providers, and educators	Student needs, academic performance, rates of students receiving free/reduced lunch, shifts in student demographics or enrollment

Reflection Questions

After reviewing the array of assets that different types of organizations bring to disaster response and recovery, complete the table below. When completing the table below, consider the following questions:

Understanding of Assets

- What assets does your organization bring to your day-to-day services? Has your organization thought about how to bring these assets to bear during a disaster response or recovery effort?
- Has your organization determined how these assets may be used to address hazards in your community or constituent vulnerabilities?
- Are other organizations aware of these assets?

In Plans

- Are these assets reflected in your organization's emergency response plan?
- Are the assets needed to address specific types of hazards or vulnerability specified in your organization's emergency response plan?
- Does your organization have a sister organization specified that can provide the specified services during a disaster if your organization's physical infrastructure is damaged?
- Are these assets reflected in your community's emergency response and recovery plans?

In Practice

- What assets has your organization brought to past emergencies (if any)? How have these assets helped address specific hazards or vulnerabilities?

Section Two: Disaster Skills Self-Assessment

- As a result of past disaster experiences, have your organization's plans or practices changed? Has the likelihood of your supporting future disasters changed?
- What assets (i.e., competencies, money, infrastructure or equipment, services, relationships, or data) does your organization need to fulfill the roles and responsibilities identified in Domain 1? Where are there gaps in the assets your organization brings? Can relationships with other organizations help to bridge those gaps? If yes, how?
- Has your organization participated in disaster exercises or drills to demonstrate the availability of these assets?

Asset	What does your organization bring?
 <p>Competencies <i>Knowledge, skills and expertise</i></p>	
 <p>Money <i>Financial or economic assets</i></p>	
 <p>Infrastructure or equipment <i>Physical assets and constructed facilities</i></p>	
 <p>Services <i>Help or aid supplied</i></p>	
 <p>Relationships <i>Social or professional ties, or connective organizations</i></p>	
 <p>Data <i>Information collected</i></p>	

Rating Scale

Considering the descriptions in the **Assets in Action** section and the **Reflection Questions**, as well as the completed table above, rate the extent to which your organization has access to the assets needed to fulfill the roles and responsibilities identified in Domain 1. Then proceed to creating an improvement plan for any areas rated 1-3.

Dimension	Needs a Lot of Improvement 	Needs Some Improvement 	Mostly a Strength, but Could Be Improved a Little 	Is a Strength 
Understanding	<input type="checkbox"/> Have not yet thought of how my organization's assets might be used during a disaster	<input type="checkbox"/> Have done some thinking about how my organization's assets might be used during a disaster, but have not yet shared this with other organizations	<input type="checkbox"/> Mostly know how my organization's assets might be used during a disaster, and have begun sharing this with other organizations	<input type="checkbox"/> Completely aware of how my organization's assets will be used during a disaster; other organizations have been notified as well
Reflected in Plans	<input type="checkbox"/> Key assets not reflected in my organization's or community's emergency plan	<input type="checkbox"/> Some key assets reflected in my organization's plan, but not in community plans	<input type="checkbox"/> All key assets reflected in my organization's plan, but only some in my community's plan	<input type="checkbox"/> All key assets reflected in both my organization's and my community's emergency plans
Reflected in Practice	<input type="checkbox"/> Do not have all the assets my organization needs to fulfill its R&R	<input type="checkbox"/> Have some of the assets my organization needs to fulfill its R&R	<input type="checkbox"/> Have most or all of the assets my organization needs to fulfill its R&R, but have not participated in past disasters or disaster drills or exercises to demonstrate the availability of these assets	<input type="checkbox"/> Have most or all of the assets my organization needs to fulfill its R&R, and have participated in past disasters or disaster drills or exercises to demonstrate the availability of these assets

Improvement Plan

For areas rated as needing any improvement (1-3), specify some activities that your organization can do to improve understanding of assets within your organization and across your community, as well as the extent to which assets are reflected in your own plans and practice, as well as in community plans and practice.

Some ideas for improving understanding, plans, and practice include the following:

- Fill gaps in your assets by continued organizational capacity-building efforts. This can include disaster-specific capacity-building, such as encouraging staff to participate in competency trainings for disaster response and recovery, as well as capacity-building that can have benefit in the day-to-day. For example, mapping the vulnerable populations you serve can help bolster service tracking in the day-to-day and serve as a tool to identify vulnerable populations that might need additional help evacuating before a disaster. In addition, you can create flyers, brochures, a website, and other outreach materials that specify what your plans are in the event of a disaster.
- Fill gaps in your assets by building partnerships with organizations that can share key assets. For example, create a dashboard of response and recovery resources that list roles and responsibilities for each participating organization.
- Reach out to other emergency planners and partner organizations in person or via phone or email to describe the assets that your organization brings to the table.
- Revise your organization's emergency plans to specify all key assets.
- Participate in your community's next disaster drill or exercise to demonstrate the assets that your organization can bring to the table during response and recovery efforts.

Areas for Improvement	Improvement Activity	Person to Lead	Date for Completion
To improve understanding...	<ol style="list-style-type: none"> 1. 2. 		
To improve plans...	<ol style="list-style-type: none"> 1. 2. 		
To improve practice...	<ol style="list-style-type: none"> 1. 2. 		



Domain 3: Communication

Importance

Clear and consistent communication with employees and constituents is critical to ensure their safety, inform your organizational and community response and recovery plans, and promote awareness of the disaster services available from your organization and others. NGOs are uniquely positioned to serve as conduits of communication, given their knowledge of and their ties to the community. This “embeddedness” often makes NGOs a trusted source of information for community residents and provides them with important information about the location and needs of key populations, as well as sensitivity to cultural norms.

Communication in Action

Multi-directional and redundant communications are critical to protecting the public and ensuring successful movement of supplies and volunteers during disaster response and recovery efforts. Communication can occur—between NGOs, between the government and NGOs, and between NGOs and their employees and constituents. In the **Roles and Responsibilities** section, we provided information to help your NGO assess its communication with other NGOs and the government.

In this section, we provide some concrete indicators for how NGOs have developed resilient communication strategies for reaching and tracking employees and constituents. An organization with resilient communications to employees and constituents has:

- an understanding of the essential information about employees and constituents that will be needed during a disaster and over the long-term recovery
- systematic processes in place for tracking this essential information, as well as needs and disaster services provided to constituents
- plans in place to store the essential information during a disaster, and update the information as needed
- plans in place to disseminate key information about status of disaster and recommendations for public protection to employees and constituents; dissemination plans should focus on immediate information dissemination and dissemination over the long term
- systematic processes in place for tracking this essential information, as well as needs and disaster services provided to constituents
- plans in place to coordinate information-gathering (e.g., status of disaster, recommendations for public protection).

Reflection Questions

Different NGOs may have distinct types of employees and constituents to consider. Below, we offer some ideas about employee/constituent groups and key partners for international aid organizations, in-country nonprofit organizations, philanthropic organizations, and private businesses. To help assess your organization relative to indicators above, consider the following reflection questions and then rate your organization on the scale below as: needs a lot of improvement, needs some improvement, mostly a strength but could be improved a little, and is a strength.

Understanding of Communication Needs

- Has your organization identified the essential information about employees and constituents that will be needed during a disaster and over the long-term recovery?
- Does your organization know the best communication channels to reach employees and constituents?

- Has your organization identified how disaster communications may vary depending on the type of disaster (e.g., a slow-moving disaster, such as a drought, or an acute disaster, such as an earthquake)?

In Plans

- Has your organization planned for how it will coordinate employee and constituent tracking and provision of disaster services with other partners that serve similar constituents?
- Has your organization planned for how it will communicate about the status of disaster and recommendations for public protection with employees and constituents?
- Has your organization planned to vary disaster communications depending on the type of disaster (e.g., a slow-moving disaster, such as a drought, or an acute disaster, such as an earthquake)?

In Practice

- Does your organization have a systematic process in place for tracking this essential information, as well as tracking the needs and disaster services provided to constituents? Does your organization know the best communication channels to reach employees and constituents?
- Has your organization tested these communication systems during a disaster exercise or drill? Have these tests varied the type of disaster (e.g., a slow-moving disaster, such as a drought, or an acute disaster, such as an earthquake) to demonstrate robustness across disaster types?

	Employees/Constituents	Partners
 International aid organization	Aid workers, populations in need, logistics and transportation support, supply chain organizations	Field headquarters, in-country nonprofit organizations, government agencies, philanthropic organizations, businesses
 In-country nonprofit organization	Target populations served, employees, logistics and transportation support	International aid organizations, government agencies, philanthropic organizations, businesses
 Philanthropic organization	Grantees, investors, employees, financial institutions	In-country nonprofit organizations, international aid organizations, government agencies, businesses
 Business	Customer base, employees, investors, supply chain organizations	International aid organizations, in-country nonprofit organizations, government agencies, philanthropic organizations

Rating Scale

Considering the descriptions in the **Communication in Action** section and the **Reflection Questions** above, rate the extent to which your organization has addressed communication requirements identified in Domain 3. Then proceed to creating an improvement plan for any areas rated 1-3.

Section Two: Disaster Skills Self-Assessment

Dimension	Needs a Lot of Improvement 	Needs Some Improvement 	Mostly a Strength, but Could Be Improved a Little 	Is a Strength 
Understanding	<input type="checkbox"/> Have not yet identified the essential information about employees and/or constituents or communication channels to be used during a disaster	<input type="checkbox"/> Have done some thinking about the essential information about employees and/or constituents or communication channels to be used during a disaster	<input type="checkbox"/> Mostly know the essential information about employees and/or constituents or communication channels to be used during a disaster	<input type="checkbox"/> Completely aware of the essential information about employees and/or constituents or communication channels to be used during a disaster
Reflected in Plans	<input type="checkbox"/> Ways to communicate with employees, constituents, and partners are not yet reflected in my organization's plan	<input type="checkbox"/> Some ways to communicate with either employees, constituents, or partners are reflected in my organization's plan	<input type="checkbox"/> Most ways to communicate with employees, constituents, and partners are reflected in my organization's plan	<input type="checkbox"/> Comprehensive account of the ways to communicate with employees, constituents, and partners are reflected in my organization's plan
Reflected in Practice	<input type="checkbox"/> Do not have a systematic process in place for tracking essential information from employees and constituents	<input type="checkbox"/> Have a systematic process in place for tracking some of the essential information from employees and constituents	<input type="checkbox"/> Have a systematic process in place for tracking all of the essential information from employees and constituents, but have not tested the system	<input type="checkbox"/> Have a systematic process in place for tracking all of the essential information from employees and constituents, and have tested the system through a drill or exercise

Improvement Plan

For areas rated as needing any improvement (1-3), specify some activities that your organization can do to improve understanding of communications within your organization, with your constituents, and across partners in your community, as well as the extent to which communication needs and processes are reflected in your plans and practice.

Some ideas for improving understanding, plans, and practice include the following:

- Make a list of the essential information on employees and a list of information on constituents that will be needed during a disaster. Compare the lists with the information currently collected on employees and constituents to identify gaps.
- Fill gaps in information by augmenting existing information-sharing opportunities (e.g., add additional inquiries to yearly updates of employee information, or at next encounter with constituents).
- Revise your organization's emergency plans to specify all communication processes and channels.
- Conduct an organizational drill or exercise or participate in your community's next disaster drill or exercise to demonstrate the strength of your organization's communication systems.

Section Two: Disaster Skills Self-Assessment

Areas for Improvement	Improvement Activity	Person to Lead	Date for Completion
To improve understanding...	For Employees: 1. 2.		
	For Constituents: 1. 2.		
To improve plans...	For Employees: 1. 2.		
	For Constituents: 1. 2.		
To improve practice...	For Employees: 1. 2.		
	For Constituents: 1. 2.		



Domain 4: Long-Term Recovery

Importance

It is critical to examine the extent to which your organization is ready for the potential length and complexity of disaster recovery. While organizations may take time to ensure their preparedness for the first few days or even weeks of disaster response, organizations rarely consider their plans for a recovery that extends for months or years. For NGOs in particular, this assessment is important because organizations like yours are often “left” in communities to rebuild and restore social and economic functioning.

Long-Term Recovery in Action

Long-term recovery planning is critical to ensure that NGOs are well-positioned to support the community’s ability to rebound and recover quickly and effectively. In short, long-term recovery planning is key to a community’s resilience. NGOs that have strong long-term recovery plans will have the following elements:

- a plan to return to routine operations, including how the NGO will care for its employees, constituents, and clients, including health and social service needs of these individuals²
- a schedule and plan of which assets the NGO will provide to government agencies and other NGOs in the long-term recovery period
- a protocol for securing support and resources from other NGOs and government agencies
- a framework for determining how the NGO will support community-level recovery plans, including NGO accountability (e.g., financing, metrics).

2. *Constituents* refers to individuals that your organization may represent or help to broker resources (e.g., an advocacy organization may represent certain individuals in its community). *Clients* refers to individuals to whom your organization provides services. Not all organizations have both constituents and clients.

Reflection Questions

As an organization, consider these questions:

- Does your organization have a long-term recovery plan?
- What other organizations will your organization rely on for help if disaster recovery takes months or years? In what ways?
- Do your employees and/or constituents know how your organization will address long-term recovery?
- What are the top three assets your organization can bring to the community if it needs to spend months rebuilding? Consider the assets described in Domain 1 of this self-assessment. Are these assets viable for long-term recovery?

International Aid Organization



- Does your organization plan to provide support over a given time period, or until certain benchmarks are met?
- In what ways will your organization support in-country organizations? Do you have a plan for that support?
- What is your plan to transition from response to recovery, in terms of the support your organization provides the country, region, or specific organizations?

In-Country Nonprofit Organization



- Has your organization considered long-term disaster recovery plans and how they connect to routine services?
- Do you know when you will reduce disaster support services for your stakeholders, and ramp up routine services?
- Has your organization identified a sister organization that could serve your area if your organization has a longer recovery period?

Philanthropic Organization



- Has your organization clearly identified the types of services you will support during a disaster recovery?
- Has your organization specified thresholds for the level of philanthropic support you will offer in recovery, and how long that support would last?
- Has your organization teamed up with other foundations or philanthropic organizations to determine how it would pool resources for long-term recovery?

Business



- Does your business have a continuity of operations plan for a recovery period that takes months and years?
- Does your business connect with the community recovery plan in terms of how the business will restore services and aid in the community rebuilding?

Section Two: Disaster Skills Self-Assessment

Rating Scale

Considering the descriptions in the **Long-Term Recovery in Action** section and the **Reflection Questions** above, rate the extent to which your organization has planned for long-term recovery. Then proceed to creating an improvement plan for any areas rated 1-3.

Dimension	Needs a Lot of Improvement 	Needs Some Improvement 	Mostly a Strength, but Could Be Improved a Little 	Is a Strength 
Understanding	<input type="checkbox"/> Have done no thinking about long-term recovery	<input type="checkbox"/> Have done some consideration of core elements of the recovery plan but have not connected with other organizations	<input type="checkbox"/> Have planned what should go in a long-term recovery plan, and have started conversations with other organizations	<input type="checkbox"/> Have a good understanding of what our organization needs to do for long-term recovery, both for the organization and with the community
Reflected in Plans	<input type="checkbox"/> Have no plan	<input type="checkbox"/> Have discussed a plan, but have not formalized it	<input type="checkbox"/> Have a formal plan, but have not exercised it	<input type="checkbox"/> Have a well-developed plan
Reflected in Practice	<input type="checkbox"/> Our organization has not practiced the plan	<input type="checkbox"/> Our organization has done some exercising, but only within the organization and not with other groups	<input type="checkbox"/> Our organization has exercised and connected with other organizations to test the plan	<input type="checkbox"/> Our organization has exercised the plan with other organizations, and has incorporated feedback into plan improvement

Improvement Plan

Given the reflection exercise and the activity you just completed:

1. What can you do as an organization to develop a recovery plan?
2. What can you do as an organization to identify and plan for recovery assets?
3. What can you do to work with other organizations for coordinated recovery?
4. What can you do as an organization to track and monitor your recovery, if needed?

Record your plans for improvement below:

Areas for Improvement	Improvement Activity	Person to Lead	Date for Completion
To improve understanding...	1. 2.		
To improve recovery plan	1. 2.		
To practice recovery plan	1. 2.		

Summary Results of the Disaster Skills Self-Assessment

Now that you have completed the components of this assessment tool, your organization may want to consider a few questions. Summarize the results of your self-assessment here. Use the table below to record your scores from each preceding rating scale and your improvement activities from each preceding improvement plan.

Take a look over these activities to identify any duplications or efficient activities. For example, if you participate in disaster exercises or drills, you may be able to test awareness of your organization's roles and responsibilities, assets, and communication systems. This one activity would improve your disaster skills self-assessment across multiple domains – making it an efficient activity. Your organization may want to prioritize the implementation of these efficient activities first.

Domain	Rating Score			Improvement Activities	Person to Lead	Date for Completion
	Understanding	In Plans	In Practice			
Roles and Responsibilities 						
Assets 						
Communication 						
Long-Term Recovery 						

3

Objective:

To understand the social, political, and cultural context in which your organization and others have worked together in previous disasters.

Section Three Assessing Past Partnerships

In Section Three of the ENGAGED Toolkit, you'll convene a group of organizations to reflect on past disaster experiences in order to better prepare for the future.

This assessment is to be completed by a team of organizations.



Importance

It is important to explore the historical context of how government agencies and other organizations outside of government have worked together to support the community. This information can help your community determine whether certain organizations are best equipped to respond in a disaster, locate where partnerships between organizations that have worked together in the past can be leveraged, and identify if there are policy and other factors that may make working together difficult. While it is important to determine what assets each type of organization brings to community disaster response (see Domain 1 of the disaster skills self-assessment), it is also essential to understand the environment in which these organizations operate.

How to Approach This Part of the Assessment

- This assessment module should be completed as part of your community planning team—a team that includes other organizations that want to prepare for the next disaster.
- The assessment will help your team consider the social, political, and cultural context of disaster planning by considering:
 - o NGOs' disaster roles and responsibilities
 - o cultural support for the involvement of NGOs
 - o trust in the reliability of NGOs
 - o clear information on financing of NGOs
 - o policy and legal support for engaging NGOs
 - o mechanisms for accountability about what services must be delivered by NGOs.

Organization Inventory

Before proceeding, write down which organizations are represented in your community planning team. In particular, list who is at the table from government, international aid, local nonprofit, business, and philanthropy. If you know, list how long that organization has been part of the community planning team (or disaster response team).

Organization Type	Name of Organization	Representative Name	How Long Has the Organization Been Part of the Team?
 Government	1. 2.		
 International aid	1. 2.		
 Nonprofit	1. 2.		
 Philanthropic	1. 2.		
 Business	1. 2.		

Reflection Questions

As a team, consider these questions:

- Are NGOs actively involved in providing community services during routine operations?
- Are NGOs routinely working with government agencies to help with community planning or development?
- Do community members turn to NGOs routinely for daily assistance? If so, which ones or which types?
- Do community members turn to NGOs during disaster? If so, which ones or types and for what?

Now consider the most recent emergency or disaster that your community experienced. If your community has not experienced a disaster, consider what might happen if a hurricane or earthquake hit, for example.

- How did NGOs engage in disaster response and recovery? What support or assets did these organizations bring, if any?
- Did the support differ by organization type (e.g., philanthropy, business)? If so, how?
- Did the NGOs work together? If so, how? If not, why not?
- Was it difficult to work across NGOs or organization types due to different missions or priorities? If so, how? If not, why not?
- Did the NGOs work together with government? If so, how? If not, why not? Was trust an issue? If so, how?
- [If NGOs were engaged] Did the public think the NGOs were effective in disaster response and recovery? If so, why? If not, why not?
- [If NGOs were engaged] Did the government think the NGOs were effective in disaster response and recovery? If so, why? If not, why not?

Rating Scale: Partnership Assessment

Now you have spent a little time discussing how NGOs (international aid, philanthropy, business, nonprofit) are involved in your community and what happened in the most recent disaster. In order to improve the ways that NGOs are or could be engaged, particularly in disaster response and recovery, let's consider what factors may help or hinder their involvement.

Consider each factor for each of the four different types of NGOs in your community: international aid, philanthropy, business, and nonprofit.

Dimension: Improve organizational role clarity	Significant Challenge to Engagement 	Needs Some Improvement to Help with Engagement 	Currently Working Fairly Well, and Helping to Enhance Engagement 	Major facilitator of engagement 
International aid 	<input type="checkbox"/> No understanding of role	<input type="checkbox"/> Some understanding of role	<input type="checkbox"/> Somewhat strong understanding of role	<input type="checkbox"/> Complete understanding of role
Nonprofit 	<input type="checkbox"/> No understanding of role	<input type="checkbox"/> Some understanding of role	<input type="checkbox"/> Somewhat strong understanding of role	<input type="checkbox"/> Complete understanding of role
Philanthropic 	<input type="checkbox"/> No understanding of role	<input type="checkbox"/> Some understanding of role	<input type="checkbox"/> Somewhat strong understanding of role	<input type="checkbox"/> Complete understanding of role
Business 	<input type="checkbox"/> No understanding of role	<input type="checkbox"/> Some understanding of role	<input type="checkbox"/> Somewhat strong understanding of role	<input type="checkbox"/> Complete understanding of role

Section Three: Assessing Past Partnerships

Dimension: Understand and improve cultural support	Significant Challenge to Engagement 	Needs Some Improvement to Help with Engagement 	Currently Working Fairly Well, and Helping to Enhance Engagement 	Major Facilitator of Engagement 
International aid 	<input type="checkbox"/> No cultural support for the organization	<input type="checkbox"/> Some cultural support for the organization	<input type="checkbox"/> Somewhat strong cultural support for the organization	<input type="checkbox"/> Complete cultural support for the organization
Nonprofit 	<input type="checkbox"/> No cultural support for the organization	<input type="checkbox"/> Some cultural support for the organization	<input type="checkbox"/> Somewhat strong cultural support for the organization	<input type="checkbox"/> Complete cultural support for the organization
Philanthropic 	<input type="checkbox"/> No cultural support for the organization	<input type="checkbox"/> Some cultural support for the organization	<input type="checkbox"/> Somewhat strong cultural support for the organization	<input type="checkbox"/> Complete cultural support for the organization
Business 	<input type="checkbox"/> No cultural support for the organization	<input type="checkbox"/> Some cultural support for the organization	<input type="checkbox"/> Somewhat strong cultural support for the organization	<input type="checkbox"/> Complete cultural support for the organization

Dimension: Improve trust	Significant Challenge to Engagement 	Needs Some Improvement to Help with Engagement 	Currently Working Fairly Well, and Helping to Enhance Engagement 	Major Facilitator of Engagement 
International aid 	<input type="checkbox"/> No trust in the organization's reliability	<input type="checkbox"/> Some trust in the organization's reliability but not solid	<input type="checkbox"/> Somewhat strong trust in the organization's reliability	<input type="checkbox"/> Considerable trust in the organization's reliability
Nonprofit 	<input type="checkbox"/> No trust in the organization's reliability	<input type="checkbox"/> Some trust in the organization's reliability but not solid	<input type="checkbox"/> Somewhat strong trust in the organization's reliability	<input type="checkbox"/> Considerable trust in the organization's reliability
Philanthropic 	<input type="checkbox"/> No trust in the organization's reliability	<input type="checkbox"/> Some trust in the organization's reliability but not solid	<input type="checkbox"/> Somewhat strong trust in the organization's reliability	<input type="checkbox"/> Considerable trust in the organization's reliability
Business 	<input type="checkbox"/> No trust in the organization's reliability	<input type="checkbox"/> Some trust in the organization's reliability but not solid	<input type="checkbox"/> Somewhat strong trust in the organization's reliability	<input type="checkbox"/> Considerable trust in the organization's reliability

Section Three: Assessing Past Partnerships

Dimension: To clarify financing plans	Significant Challenge to Engagement 	Needs Some Improvement to Help with Engagement 	Currently Working Fairly Well, and Helping to Enhance Engagement 	Major Facilitator of Engagement 
International aid 	<input type="checkbox"/> No information on financing	<input type="checkbox"/> Limited information on financing	<input type="checkbox"/> Fairly complete information on financing	<input type="checkbox"/> Comprehensive information on financing
Nonprofit 	<input type="checkbox"/> No information on financing	<input type="checkbox"/> Limited information on financing	<input type="checkbox"/> Fairly complete information on financing	<input type="checkbox"/> Comprehensive information on financing
Philanthropic 	<input type="checkbox"/> No information on financing	<input type="checkbox"/> Limited information on financing	<input type="checkbox"/> Fairly complete information on financing	<input type="checkbox"/> Comprehensive information on financing
Business 	<input type="checkbox"/> No information on financing	<input type="checkbox"/> Limited information on financing	<input type="checkbox"/> Fairly complete information on financing	<input type="checkbox"/> Comprehensive information on financing

<p>Dimension: To develop policies to improve engagement</p>	<p>Significant Challenge to Engagement</p> 	<p>Needs Some Improvement to Help with Engagement</p> 	<p>Currently Working Fairly Well, and Helping to Enhance Engagement</p> 	<p>Major Facilitator of Engagement</p> 
<p>International aid</p> 	<p><input type="checkbox"/> No policy or legal support for engaging the organization</p>	<p><input type="checkbox"/> Limited policy or legal support for engaging the organization</p>	<p><input type="checkbox"/> Some policy or legal support for engaging the organization</p>	<p><input type="checkbox"/> Strong legal or policy support for engaging the organization</p>
<p>Nonprofit</p> 	<p><input type="checkbox"/> No policy or legal support for engaging the organization</p>	<p><input type="checkbox"/> Limited policy or legal support for engaging the organization</p>	<p><input type="checkbox"/> Some policy or legal support for engaging the organization</p>	<p><input type="checkbox"/> Strong legal or policy support for engaging the organization</p>
<p>Philanthropic</p> 	<p><input type="checkbox"/> No policy or legal support for engaging the organization</p>	<p><input type="checkbox"/> Limited policy or legal support for engaging the organization</p>	<p><input type="checkbox"/> Some policy or legal support for engaging the organization</p>	<p><input type="checkbox"/> Strong legal or policy support for engaging the organization</p>
<p>Business</p> 	<p><input type="checkbox"/> No policy or legal support for engaging the organization</p>	<p><input type="checkbox"/> Limited policy or legal support for engaging the organization</p>	<p><input type="checkbox"/> Some policy or legal support for engaging the organization</p>	<p><input type="checkbox"/> Strong legal or policy support for engaging the organization</p>

Section Three: Assessing Past Partnerships

Dimension: Develop organizational accountability mechanisms	Significant Challenge to Engagement 	Needs Some Improvement to Help with Engagement 	Currently Working Fairly Well, and Helping to Enhance Engagement 	Major Facilitator of Engagement 
International aid 	<input type="checkbox"/> No accountability plan	<input type="checkbox"/> Some metrics for accountability	<input type="checkbox"/> A modest accountability plan	<input type="checkbox"/> Comprehensive accountability plan, strong metrics
Nonprofit 	<input type="checkbox"/> No accountability plan	<input type="checkbox"/> Some metrics for accountability	<input type="checkbox"/> A modest accountability plan	<input type="checkbox"/> Comprehensive accountability plan, strong metrics
Philanthropic 	<input type="checkbox"/> No accountability plan	<input type="checkbox"/> Some metrics for accountability	<input type="checkbox"/> A modest accountability plan	<input type="checkbox"/> Comprehensive accountability plan, strong metrics
Business 	<input type="checkbox"/> No accountability plan	<input type="checkbox"/> Some metrics for accountability	<input type="checkbox"/> A modest accountability plan	<input type="checkbox"/> Comprehensive accountability plan, strong metrics

Partnership Improvement Plan

Given the reflection exercise and the activity you just completed, consider where you do not have strong engagement (e.g., where you rated a '1' or '2').

- What can you do as a community planning team to engage certain types of organizations?
- Where can you build community support for nongovernmental organizations to be involved?
- Where can you improve partnerships that will help these organizations engage more effectively?

Section Three: Assessing Past Partnerships

Areas for Improvement	Improvement Activity	Person to Lead	Date for Completion
To improve organizational role clarity	1. 2.		
To understand and improve cultural support	1. 2.		
To improve trust	1. 2.		
To clarify financing plans	1. 2.		
To develop policies to improve engagement	1. 2.		
To develop organizational accountability mechanisms	1. 2.		

4

Objective:

To assess your organization based on what you've learned in this toolkit.

Section Four Next Steps

As a final step in the ENGAGED Toolkit, you'll reflect on how you can use what you've learned to better support disaster response and recovery in your community.

This self-assessment is to be completed by individual organizations.



Now you have completed the components of this assessment tool and have the following:

- a general profile of your organization
- summary results of the disaster skills self-assessment
- summary results from assessing past partnerships.

Your organization may want to consider a few additional questions.

1. Based on this assessment, in what activities should your organization be engaged to support disaster response and recovery? Does this alter or change your mission? If so, how so? If not, why not?

2. Of the actions related to roles and responsibilities, what will you work on first as an organization to better support disaster response and recovery in your community?

3. Are there any assets that your organization brings that will require some development or enhancement? If these assets will be available to support disaster response and recovery, what steps do you need to prepare or “ready” the assets? Will these assets be available if disaster recovery takes a long time?

- 4. What relationships with other groups does your organization want to develop or strengthen? What is needed to improve those partnerships for disaster response and recovery?**

- 5. How will you communicate these findings with government agencies in your community, state, or region?**

Section Four: Next Steps

To help make responses to the questions in this section more actionable, record any plans for improvement below.

Areas for Improvement	Improvement Activity	Person to Lead	Date for Completion
Organizational activities to participate in disaster response and recovery			
Organizational roles and responsibilities			
Preparing or readying organizational assets			
Improving organizational partnerships			
Communicating with governmental agencies			

Congratulations on completing the toolkit! Conditions in your community are constantly changing, so plan on completing the toolkit again in about a year.

