



ROTARY CLUB GUIDE

Autonomous Disaster Response



Doctrine and operational framework for clubs

GUILLAUME BOURGOGNE

Rotary Club Guide

Autonomous Disaster Response

*The operational framework
to act when disaster strikes*

2026

Rotary Club Guide
Autonomous Disaster Response

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If this guide has been useful to you, or if you have remarks, corrections, or field experience to share, the author will be glad to hear from you: g.bourgogne.rtn@gmail.com. Translations, district adaptations, and integrations into a training programme are equally welcome — please notify the author so the resulting versions can be shared with the wider Rotary community.

This book has been deliberately laid out with breathing room so you can take notes wherever you wish. Write in it, use it, mark it up, keep a record and notes — and above all, pass it on.

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Before you read — work-in-progress edition

This book is still being written. Its content is subject to change from one edition to the next.

It has been designed, written and structured as a doctrinal and operational framework for Rotary clubs, but it has not yet undergone large-scale field review, nor has it been validated by national or international Rotary bodies. Chapters, procedures and figures may be corrected, expanded or reorganised in later versions.

Several versions of this book coexist — French, English, and more languages to come — at different stages of completion. The version you are reading may not be the most recent one.

To make sure you have the latest edition, and to download up-to-date versions in every language for free, visit the project's reference website (see below).

Your feedback is valuable. Any remark — factual error, procedural inaccuracy, divergence from official Rotary doctrine, suggestion for improvement, field-experience report — will be read carefully and integrated into future editions.

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This document is shared with the Rotary community in a spirit of continuous improvement. It does not commit Rotary International, The Rotary Foundation, or any of the cited Rotary Action Groups. Official figures (DRG ceiling, SHARE ratios, Global Grant amounts, etc.) may evolve; always verify on my.rotary.org before acting.

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Every version of the book — in all languages, in its most recent edition — is available for free download and online reading at: disasterfieldguide.org

Notes

Preface — Two clubs, one same storm

Editor's note. This book is an independent editorial initiative. It is not an official product of Rotary International or The Rotary Foundation. The procedures, tools and figures described are based on the public documentation available at the time of writing. Any value (DRG ceiling, SHARE ratios, Global Grant amounts, etc.) is subject to change; verify on my.rotary.org before any binding action.

The argument of this book fits in a single comparison. Two clubs of comparable size, in similar cities, hit by the same storm, and, ninety days later, two completely different outcomes. The only variable that explains the gap is whether a plan existed before the wind started rising.

Read this preface first. Everything else in the book is the operational answer to what you will see here.

On September 14, at 3 a.m., Cyclone Theodore makes landfall on the Caribbean coast. Winds of 210 km/h. Storm surge of 2.5 meters. Rainfall of 400 mm in 18 hours. Two coastal cities of 35,000 inhabitants each, 80 kilometers apart, are hit with the same intensity.

Each one has a Rotary club of 45 members.

Scenario 1, The club without a plan

The club president is woken by the crash of his veranda roof being torn off by the wind. His first reflex: call the District Governor. No cell service. He tries WhatsApp, no internet connection. He is alone with his family, in the dark.

At 7 a.m., when the wind weakens, he steps outside. The streets are unrecognizable. Trees down, power lines on the ground, roofs ripped off. He runs into three club members by chance in the streets. They wonder what to do. No one knows who to contact. No one knows if the other members are safe.

At 10 a.m., the president meets up with seven members at the club's usual venue, damaged but accessible. Improvised discussion. Some want to distribute water right away. Others want to wait for instructions from the authorities. One member, a doctor, heads alone toward the hospital. No one records what is happening.

At 2 p.m., a member finds a working cellular spot on a hilltop. He calls the District Governor, who learns at that moment that the city has been hit. The DG had no information. He promises to "see what we can do". The Disaster Response Grant will not be submitted until 5 days later, the needs assessment information was missing.

Meanwhile, spontaneous volunteers, full of goodwill, start distributing food in a disorganized manner in one neighborhood, while two other neighborhoods get nothing. One club member, a building contractor, walks into a partially collapsed building to search for survivors. He has neither helmet nor USAR training. He comes out alive, by luck.

After 72 hours, the Red Cross arrives with a coordination system. The club is invited to a meeting. The president does not know what his members have done, or where. He cannot provide a tally. The club is relegated to the role of "extra volunteers".

The 25,000 USD Disaster Response Grant arrives after 12 days. The most urgent needs have already been covered, badly, by others. The money is used to buy material that is no longer a priority. The stewardship report will be incomplete.

Club human toll: one member injured (deep cut during debris removal without gloves), two members in unmonitored psychological distress, zero exploitable data for future interventions.

Scenario 2, The club with a plan

The club president, a civil engineer, had a disaster response plan voted in 18 months earlier. The club has a Disaster Coordinator (a civil protection retiree), a call-down list tested every quarter, and an identified emergency rally point: the parking lot of a local supermarket, on high ground, clear of obstacles.

On September 12, two days before impact, the National Hurricane Center classifies Theodore as category 4 and projects an impact on the coast. The president activates the "Pre-Impact" protocol.

D-2 (September 12, 6 p.m.): The coordinator launches the call-down list by SMS and WhatsApp: "Cyclone Theodore, probable impact D+2. Pre-Impact protocol activated. Confirm your status and your family's. Meet at rally point D+1 8 a.m. for available volunteers." Within 4 hours, 38 of 45 members have responded. The remaining 7 are reached by phone the next morning, all safe.

D-1 (September 13): 22 members meet at the rally point. In 3 hours, they execute the plan:

- Inventory of available resources (3 generators identified at members' homes, 2 chainsaws, 1 van, contacts with 2 supermarkets for water donations)
- Call to the district DRO: "Theodore concerns us. Impact expected tomorrow 3 a.m. We are activating our plan. Can you prepare the DRG submission?"
- Contact with the town hall and the local Red Cross to identify themselves as an organized resource
- Heads-up to ShelterBox via the DG: "Probable impact, coastal zone, 35,000 inhabitants"
- Safety briefing for volunteer members: zones to avoid, PPE to plan for, post-cyclone meeting procedure

D+0 (September 14, 9 a.m., the wind weakens): The coordinator activates the post-impact call-down list. Within 2 hours, all members are located. Two members' houses are destroyed, the families are safe at other Rotarians' homes. One member is lightly injured (arm cut from flying debris, treated).

D+0 (September 14, 11 a.m.): 18 members converge at the rally point. Three teams form in 30 minutes:

- Team A (6 people): damage assessment in the 4 priority neighborhoods, using the rapid assessment grid from chapter 12

- Team B (8 people): setting up a water point of distribution, with the 500 water bottles pre-positioned by the partner supermarket
- Team C (4 people): coordination, town hall contact, district contact, start of documentation (photos, figures)

D+0 (September 14, 4 p.m.): Team A's assessment is consolidated. The coordinator sends the DRO a structured report: 1,200 estimated displaced people, 300 damaged dwellings including 80 destroyed, water network cut in 2 neighborhoods, hospital functional but saturated. The DRO relays to the DG. The DRG submission is finalized in the evening, with precise data.

D+1 (September 15): ShelterBox confirms activation. The club provides a local logistics contact. The town hall assigns the club the management of the point of distribution and of a shelter at the municipal gymnasium, because the club was the only organized actor flagged before impact.

D+3: The 25,000 USD Disaster Response Grant is approved by TRF. The money is used to buy exactly what is missing, tarps, hygiene kits, fuel for generators, because the needs assessment was precise and up to date.

D+7: The Red Cross arrives with a coordination team. The club is integrated as an operational partner. The president attends the daily coordination meetings with a full activity report.

Club tally at D+30: 4,200 people assisted, 25,000 USD of DRG deployed effectively, stewardship report filed on time, database of 85 volunteers built, zero serious safety incidents.

The difference

Both clubs had the same human resources. The same number of members. The same professional profiles. The same goodwill.

The difference comes down to three words: a prepared plan.

Indicator	Scenario 1 (no plan)	Scenario 2 (with plan)
Time to first organized action	7 hours	2 hours
Members located (D+0)	7 of 45	45 of 45
Needs assessment relayed to district	D+5 (incomplete)	D+0 4 p.m. (structured)
DRG approved	D+12	D+3
People assisted (D+30)	~800 (estimate)	4,200 (documented)
Safety incidents	1 injury, 2 psych distress	0
Recognition by local authorities	Volunteers among others	Operational partner

Note on the figures. This scenario is a composite, drawn from real Caribbean post-cyclone responses (notably the lessons collected after Maria, Irma, and Beryl). The orders of magnitude, members located, time to first action, population reached with a 25,000 USD DRG combined with club resources and volunteer time, are at the upper end of what a well-prepared club can plausibly achieve when conditions are favourable. They illustrate the envelope of preparedness, not a guaranteed outcome.

The rest of this book exists for one reason: to make your club scenario 2.

PART 0
OPENING

Chapter 0

Doctrine and minimum standard

This chapter sets the doctrine. The others unfold it. Read it before the rest of the book. Re-read it every year, in a plenary club session, with the disaster coordinator and the incoming president.

A prepared Rotary club is not a group of improvising volunteers. It is a local cell of knowledge, trust, coordination and mobilization. Knowledge of its territory. Trust built with the authorities, the NGOs and the members. Structured internal coordination. Fast mobilization when the event occurs.

This book is the operational framework that makes this cell standardizable, reproducible, transmissible. It does not replace the coordinator's judgment. It gives that judgment the grid on which it operates.

The doctrine in seven stages

A Rotary club's disaster response follows seven stages. Not six, not eight. Learn them by heart.

1. PREPARE BEFORE
2. ACT FAST
3. ASSESS ACCURATELY
4. REPORT UPWARD
5. ACTIVATE THE NETWORK
6. DOCUMENT
7. IMPROVE

These seven stages structure the book's parts. They structure your emergency plan. They structure your SITREP. They structure your debrief.

1. Prepare before

An existing plan, a named coordinator, a tested call-down list, an up-to-date inventory of skills, formalized partnerships. Without preparation, the six following stages collapse.

2. Act fast

The first hours decide. Most lives saved are saved within the first 72 hours. A club that waits for instructions loses that window.

3. Assess accurately

Numbers, not impressions. Number of affected people, needs typology, status of critical infrastructure. A vague assessment produces a rejected or misscaled DRG. A precise assessment produces a DRG approved in three days.

4. Report upward

SITREP to the DRO every 6 hours in the acute phase, then daily. Information that does not move upward is information that does not exist for the district. No SITREP, no funding, no coordination.

5. Activate the network

DDRF first, DRG in parallel, ShelterBox, DNA-RAG, specialized RAGs, non-Rotary partners. Rotary's power lies in the speed at which the network activates, not in the size of an isolated club.

6. Document

Dated photos, receipts, beneficiary lists, financial records. An undocumented dollar is a dollar lost for stewardship, and a future DRG compromised for the entire district.

7. Improve

After-Action Report recommended within 30 days under the doctrine of this book. Sharing of lessons learned. Plan update. A club that does not debrief does not improve.

Why Clubs Fail During Disasters

This book exists because most clubs fail. Not from lack of heart. From lack of framework. The nine recurring causes observed in the practice of disaster response by Rotary clubs are listed below. Identify those that apply to your club. Address them before the event.

Cause of failure	What it produces on the ground	Treatment
No disaster coordinator	No one activates the plan. The president improvises. Members organize by affinity, not by skill.	Ch. 5, Appoint a coordinator every year
No up-to-date directory	The DG's, DRO's, Town Hall's and Red Cross's numbers are not in the right phone. Three hours wasted reaching the right contacts.	Ch. 2 and Appendix B, Annual update on 1 July
Excessive dependency on the district	The club waits for instructions instead of acting. The first 72 hours are wasted.	Ch. 1 and 12, Autonomy first, district informed in parallel
Confusion between humanitarian aid and goodwill	Disorganized distributions, no prior assessment, unintended violations of Do No Harm principles.	Ch. 4, Humanitarian principles, Sphere standards
Lack of documentary discipline	Undated photos, lost receipts, no beneficiary register. The DRG is refused or stewardship is blocked.	Ch. 24, Documentation from hour 1

Cause of failure	What it produces on the ground	Treatment
Improvised communication	Several spokespeople, contradictory messages, rumors not rebutted, donors in the dark.	Ch. 8 and 16, A single spokesperson, formalized SITREP
Unsupervised volunteers	Spontaneous volunteers not registered, no PPE, no insurance. One accident, and the club is legally exposed.	Ch. 15, Mandatory registration, briefing, rotation
No lessons-learned loop	The same mistakes return at the next disaster. Operational knowledge evaporates when the board changes.	Ch. 25, AAR within 30 days, archived historical record
Fear of deciding without upper instruction	The coordinator waits for the DG's validation for every 200 USD expense. Response speed collapses.	Ch. 11, Clear authorization rules, predefined thresholds

Diagnostic rule: if your club cumulates three causes or more, it is in a state of operational fragility. Do not wait for the next at-risk season to address them.

The Minimum Standard for a Ready Club

A club is operationally ready when it meets the ten criteria below, all ten, not eight out of ten. Below that, the club is exposed.

The ten criteria

#	Criterion	Chapter reference	Frequency
1	A disaster coordinator appointed by the board	Ch. 5	Annual, 1 July
2	A call-down list tested by a real call	Ch. 7	Quarterly
3	An up-to-date directory: district, Town Hall, emergency services, partners	Ch. 2 and Appendix B	Annual
4	A territorial risk matrix (probability × impact)	Ch. 3	Annual
5	An inventory of member skills and resources	Ch. 7	Annual
6	A primary and a secondary rally point identified	Ch. 7	Annual review
7	A written crisis communication protocol	Ch. 8	Annual
8	A SITREP template printed in the club kit	Ch. 16 and Appendix A, form 1	Permanent
9	A procedure for documenting expenses and actions	Ch. 11 and 24	Permanent
10	A debrief after every activation, even minor	Ch. 25	Post-event

Annual audit of the standard

The disaster coordinator conducts an audit of the standard once a year, ideally in June before the board handover. They tick the ten criteria, document the gaps, and present the result to the board and the incoming president.

A club that ticks 10/10 is a standard club, ready to receive a DRG, participate in a district exercise, integrate into a multi-club operation.

A club that ticks less than 7/10 must address its gaps before the next at-risk season.

This standard is intended to evolve toward a Rotary disaster-preparedness certification, delivered by the district upon DRO validation. It does not replace any existing official certification; it structures a practice.

The DNA-RAG's role in the doctrine

The DNA-RAG (Disaster Network of Assistance Rotary Action Group) is not a hierarchical authority. It does not command clubs, districts or zones. Rotary International and The Rotary Foundation retain their prerogatives. The DG decides at the district level, the president at the club level.

The DNA-RAG does something different. It advises, connects, coordinates, equips. Its four functions:

Function	What it means concretely for your club
Cross-cutting coordination	When a disaster affects several districts, the DNA-RAG prevents each district from reinventing the wheel. It aligns responses, shares assessments, pools resources.
Connection	The DNA-RAG links a host club with an international sponsor club for a Global Grant. It connects a disaster-struck club with a neighboring district that has resources.
Capitalization	The DNA-RAG collects lessons learned from past operations and makes them available to the network. Your After-Action Reports feed this knowledge base.
Tooling	The DNA-RAG produces and disseminates templates, checklists, training. This book aims to complement the existing DNA-RAG resources, without being an official product.

Practical rule: as soon as your disaster affects more than one district or requires specialized technical expertise, contact the DNA-RAG. Early rather than late. The emergency form is at ``dna-rag.com``.

Using the book as a training base

This book is designed to support four training formats, from the shortest to the most demanding.

Club training, 2 hours

A single module, led by the disaster coordinator, during a plenary club meeting.

- 20 min: the seven-stage doctrine (this chapter) + the case from chapter 1
- 30 min: minimum standard (this chapter), live audit of the club
- 30 min: simplified tabletop exercise (chapter 10)
- 20 min: actions to launch within 30 days
- 20 min: discussion

Goal: align the club on the doctrine and start an improvement plan.

Annual simulation exercise, half a day

Organized by the coordinator, with participation from the board and at least ten members.

Scenario based on one of the priority risks from the territorial matrix (chapter 3). Application of chapters 12 to 17. A real SITREP produced. Debrief according to chapter 25.

Goal: test the call-down list, the communication protocol, and identify gaps against the minimum standard.

District training, one day

For disaster coordinators of several clubs. Led by the DRO or an experienced DNA-RAG member.

Morning: doctrine, minimum standard, DCA-3/2/3, financial activation. Afternoon: multi-club exercise, inter-club coordination, inter-club SITREP, debrief.

Goal: harmonize the preparation of clubs within the district.

Onboarding path, new disaster coordinator

For a newly appointed coordinator, over three months:

- Month 1: full reading of the book. Meeting with the outgoing and incoming presidents. Audit of the minimum standard.
- Month 2: attend a DNA-RAG meeting (2nd Monday of the month, 9 a.m. EST). Introduction to the district DRO.
- Month 3: first tabletop exercise. Finalize the club's emergency plan for the year.

Goal: full operational integration before the at-risk season.

How to read the rest of the book

Parts I to VII follow the chronology: understand, prepare, act, activate the network, after, cards, appendices. But each part also reads as a development of one of the seven stages of the doctrine.

Part	Corresponding doctrinal stage
I, Understand	Prerequisite to the seven stages
II, Prepare	1. Prepare before
III, Act	2. Act fast · 3. Assess accurately · 4. Report upward
IV, Activate the network	5. Activate the network
V, After	6. Document · 7. Improve
VI, Cards	Tools across the seven stages
VII, Appendices	Tools across the seven stages

If you only have an hour: read this chapter 0 and chapter 1. You have the doctrine and the why. The rest unfolds from there.

Now, let us start by understanding the ecosystem in which you operate.

Notes

PART I
UNDERSTAND

Chapter 1

Why this book

This book is not a management lesson

You are a business owner, a doctor, a lawyer, an engineer, an architect, a pharmacist. You already manage budgets, teams, professional crises. This book does not rehash any of that.

What it contains is the specific operational framework you need when disaster strikes your territory, and your Rotary club is, in practice, the first organized actor able to act. Not in three days. Not when the international NGOs have deployed their logistics. Now. With what you have.

Rotary counts more than 46,000 clubs in more than 200 countries and geographical areas, and more than 1.2 million Rotarians. And yet, when disaster hits, most clubs improvise. Not for lack of willingness, but for lack of a framework. This book is that framework.

A prepared Rotary club is not a group of improvising volunteers. It is a local cell of knowledge, trust, coordination and mobilization. The doctrine laid out in chapter 0 holds in seven stages: prepare before · act fast · assess accurately · report upward · activate the network · document · improve. The parts of the book are merely the unfolding of those seven stages.

When disaster strikes, the club IS the first responder

Let us be clear: the Rotary club is not an emergency service. It replaces neither the firefighters, nor emergency medical services, nor civil protection. But in the hours following a disaster, before the institutional machine fully kicks in, the Rotary club holds four advantages no one else holds at the same time:

Advantage	What it means concretely
Knowledge of the ground	Your members know the neighborhoods, the vulnerable families, the local resources. The Red Cross will arrive with maps. You know the names.
Community trust	Rotarians are familiar faces. Not strangers in logo-branded vests stepping out of a 4×4. The population opens its doors to you.
Immediate reactivity	An organized club can act in under an hour. Not in under a day, in under an hour. The time it takes to activate a call-down list and meet at the rally point.
Local network ready to activate	Your members are connected to elected officials, businesses, other associations. One phone call, and you have access to a warehouse, a truck, a gymnasium.

This is not theory. This is what happened in the Caribbean after Hurricane Beryl in 2024, in Florida after Helene, in Vanuatu after the magnitude 7.3 earthquake. Every time, the local Rotary clubs were among the first responders on the ground: distribution of aid, emergency shelter in coordination with ShelterBox, reporting up to the district to trigger funding.

Autonomy as a founding principle

The central concept of this book can be captured in one word: autonomy.

Autonomy does not mean isolation. Autonomy means: act with what you have, and you have a great deal, then activate the Rotary network upward.

Here is the chain:

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CLUB → District → Zone → RAGs → TRF → RI
↑
YOU ARE HERE

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The club is stratum 1, the closest to the disaster. What rises toward the district, then toward the zone, then toward the Rotary Action Groups and The Rotary Foundation, is information, funding requests, coordination needs. What comes back down is money, material, expertise, volunteers.

But the loop only starts if the club acts first. A club that waits for instructions from the district loses the first 72 hours, the most critical window under humanitarian standards (OCHA, Sphere). A club that has a plan, a Disaster Coordinator, an inventory of its members' resources and a tested call-down list can act within the hour and simultaneously alert the district so that the funding mechanisms (Disaster Response Grant, ShelterBox, zone fund) kick in.

What the club does, and what it does not do

It is just as important to know your limits as your strengths.

The club does:

- The initial needs assessment on the ground
- The first response with the resources of its members
- The relay of information to the district (DG, DRO)
- Coordination with local actors (town hall, Red Cross, firefighters)
- Management of volunteers on its territory
- Distribution of aid when it arrives

The club does not do:

- TRF grant management (it is the district that submits Disaster Response Grants)
- Coordination between districts (that is the zone and the DNA-RAG)
- Politics, absolute neutrality
- Intervention in dangerous zones without proper training and equipment
- Rescue, that is the work of professional services

How to use this book

This book is designed for three distinct moments. Not for a single linear read.

Read **BEFORE**, in peacetime

That is now. You are sitting in an armchair, with coffee, and no one is shouting outside. That is the only moment when you can absorb the concepts, understand the Rotary ecosystem, identify your territorial risks, prepare your plan.

Read Part I (Understand) in full. Take notes. Discuss it at a club meeting. Appoint a Disaster Coordinator. Fill out the risk matrix in chapter 3. Build your contact directory (chapter 7 and appendix B).

If you do only that, read and prepare in advance, you will already be well ahead of the vast majority of Rotary clubs, most of which have no formal disaster plan.

Grab **DURING**, in crisis situation

Disaster has just struck. Power may be out. You have this book in paper form (print it) or on your phone. You do not have time to read paragraphs.

Go straight to Parts III and IV (Act and Activate the network) and follow the checklists. They are designed to be executed step by step, under stress, with minimal reflection required. Each phase (0-6h, 6-24h, 24-72h, 72h-2 weeks) has its own checklist.

The tables in Part I (funding mechanisms, contacts, risk classification) become quick reference tools.

Reread **AFTER**, during after-action review

The crisis is over. The stewardship reports have been filed. This is the moment to reread with hindsight. What worked? What failed? What needs to change in the club's plan?

Part V (After) guides that process. But also reread Part I with fresh experience. Abstract concepts take on a different meaning once you have lived them.

Structure of the book

The book is organized into seven parts that follow the natural chronology of disaster management:

Part I, UNDERSTAND (you are here) The fundamentals: the Rotary ecosystem, your territorial risks, humanitarian principles. To be read in peacetime.

Part II, PREPARE Your club's plan: disaster committee, resource inventory, call-down list, partner relationships, drills, emergency fund. To be built and tested before the crisis.

Part III, ACT WITH OUR OWN MEANS Operational checklists for the first 72 hours, stabilization, volunteer management, crisis communication, psychological support. To be executed during the crisis.

Part IV, ACTIVATE THE ROTARY NETWORK The district, the Foundation and its 7 funding mechanisms, the RAGs, non-Rotary partners, field coordination. To mobilize beyond the club.

Part V, AFTER Transition to recovery, documentation and reporting, debriefing and continuous improvement. To turn the event into learning.

Part VI, PRACTICAL CARDS BY DISASTER TYPE 20 operational cards covering the main disaster types: geological, meteorological, climatic, technological, health, complex. To photocopy and keep in the club's kit.

Part VII, APPENDICES AND TOOLS Operational forms, contact directory, glossary, online resources. The coordinator's reference materials.

Let us start by understanding the ecosystem in which you operate.

Notes

PART I
UNDERSTAND

Chapter 2

**The Rotary ecosystem for disaster
response**

The 6-stratum pyramid

Rotary International is not a humanitarian organization. It is a global network of more than 1.2 million Rotarians organized into clubs, districts and zones, with a financial arm (The Rotary Foundation) and specialized expert groups (the RAGs). When disaster strikes, this network can mobilize considerable resources, provided you know how it works.

The Rotary structure for disaster response reads from the field upward:

Stratum 6	ROTARY INTERNATIONAL (RI) - Evanston, Illinois Global policy, institutional coordination
Stratum 5	THE ROTARY FOUNDATION (TRF) Financial arm: Disaster Response Fund, DRG, Global Grants
Stratum 4	ROTARY ACTION GROUPS (RAGs) Cross-cutting expertise: DNA-RAG, WASH-RAG, ESRAG, RAGFP, RAGCED
Stratum 3	ROTARY ZONE (~34 worldwide zones) Inter-district coordination, zone funds
Stratum 2	ROTARY DISTRICT (~530 districts) Grant submission, club coordination, DRO
Stratum 1	ROTARY CLUB (46,000+ clubs) ←-- YOU First contact, immediate response, ground knowledge

What each stratum does FOR the club

The club does not need to understand Rotary International's internal policy, only what each level concretely brings when the crisis arrives.

Stratum	What it does for the club	Typical delay
District	Submits the DRG (max 25,000 USD). Activates the DDRF (district relief fund). Coordinates between affected clubs. Deploys the DRO.	DDRF < 24 h, DRG 2-4 weeks (24-48 h pre-impact)
Zone	Coordinates when several districts are hit. Activates the zone fund (where it exists). Facilitates inter-district aid.	2-5 days
RAGs	Bring technical expertise. DNA-RAG coordinates the overall response. WASH-RAG restores water. ESRAG advises on climate resilience.	Coordinator < 24 h, field expertise 3-14 days
TRF	Funds via DRGs, the central Disaster Response Fund, Global Grants. The ultimate financial arm.	DRG 2-4 weeks, Global Grant 3-6 months

Stratum	What it does for the club	Typical delay
RI	Activates global communications. Mobilizes worldwide donations for major disasters. Interface with governments and the UN.	1-3 weeks

Information moves up, resources move down. The club provides the needs assessment and ground data. The network above provides money, material and broad coordination.

The key people to know, before the disaster

You do not want to be looking for a phone number while your city is underwater. These contacts must already be in the phone of the Disaster Coordinator, the president and two other board members.

At the district level

Role	Acronym	Role in disaster	Why you need them
District Governor	DG	Supreme authority of the district. Co-signs the DRG. Activates the DDRF. Notifies ShelterBox.	The DG triggers the funding. No DG, no DRG.
District Governor-Elect	DGE	Replaces the DG if unavailable. Continuity.	If the DG is himself affected by the disaster.
District Disaster Relief Officer	DRO	Appointed by the DG. Coordinates the district's disaster response. Interface between clubs and the DG.	Your main contact. Call the DRO first, he knows what to do and relays up to the DG.
District Rotary Foundation Committee Chair	DRFC	Co-signs TRF grant requests. Handles the financial aspects.	Without their signature, no DRG or Global Grant can be submitted.
District Disaster Response Committee	DRC	Committee activated by the DG in a crisis situation.	Operational coordination at district level.

At the RAG and partner level

Contact	Organization	When to contact	How
DNA-RAG representative for your zone	DNA-RAG	As soon as a disaster hits or threatens several clubs/districts	Via dna-rag.com or monthly meeting (2nd Monday, 9 a.m. EST)
ShelterBox	RI partner	When emergency shelters are needed (via the DG)	rotaryrequest@shelterbox.org
TRF Grants	The Rotary Foundation	For any question on DRGs and Global Grants	grants@rotary.org

Contact sheet to fill out NOW

Take 15 minutes. Fill out this sheet and distribute it to the board members.

DISASTER CONTACTS - Club of _____

District No.: _____

District Governor (DG):
 Name: _____
 Phone: _____
 Email: _____

District Governor-Elect (DGE):
 Name: _____
 Phone: _____

District Disaster Relief Officer (DRO):
 Name: _____
 Phone: _____
 Email: _____

District Rotary Foundation Committee Chair (DRFC):
 Name: _____
 Phone: _____
 Email: _____

DNA-RAG Contact (zone):
 Name: _____
 Phone / Email: _____

ShelterBox:
 Email: rotaryrequest@shelterbox.org

TRF Grants:
 Email: grants@rotary.org

Local Red Cross:
 Delegate name: _____
 Phone: _____

Civil protection / Town Hall:
 Crisis contact: _____
 Phone: _____

Mandatory update: each year on July 1st (start of the Rotary year), when the DG and potentially the DRO change.

The 7 funding mechanisms, club view

Money is the nerve of the response. Rotary has 7 distinct funding mechanisms, each with its own rules, timelines and initiator. From the club's point of view, here is what to remember:

#	Mechanism	Amount	Delay	Who initiates	What the club must do
1	District Disaster Relief Fund (DDRF)	Depending on fund balance	Immediate	DG alone	Relay needs to the DRO. This is the first lever: no TRF approval needed.
2	Disaster Response Grant (DRG)	Max 25,000 USD	A few days	District → TRF	Provide the needs assessment. The DG + DRFC submit via Submittable. Can be submitted BEFORE impact (named storm).
3	Zone Disaster Response Fund	Variable	Fast	Zone Director	Inform the DRO. Exists in certain zones (e.g., Zones 33/34 Caribbean).
4	DNA-RAG Fund	Variable	Fast	DNA-RAG	Contact DNA-RAG via your zone representative. 501(c)(3) fund.
5	Rotary Disaster Response Fund (central TRF)	No ceiling	Variable	TRF proactive	Nothing, TRF activates this fund itself for major disasters. Your donations feed it.
6	Global Grant	30,000 – 400,000+ USD	Months	Club/District → TRF	Long-term project build (reconstruction, WASH). Requires an international sponsor club and the Grant Management Seminar.
7	District Designated Funds (DDF)	50% of DDF/year	Depends on grant	District → TRF	District contribution to a Global Grant. Based on EREY contributions of the previous 3 years.

Typical sequence of financial activation

In real situations, the mechanisms activate in this order:

```

HOUR 0 ---- DDRF activated by the DG (district's own funds)
                The club acts with its members' resources

HOUR 6 ---- DRG submitted by DG + DRFC (if assessment available)
                ShelterBox alerted (via DG)

DAY 2-5 ---- DRG approved by TRF (25,000 USD max)
                ShelterBox deployed if criteria met (48h)
                Zone Fund activated if multi-district

WEEK 2+ ---- Start of Global Grant build if reconstruction needed
                DNA-RAG Fund in support
  
```

DDF directed toward the Global Grant

MONTH 2-6 ---- Global Grant approved (30,000 - 400,000+ USD)
Reconstruction phase launched

The critical point for the club

The Disaster Response Grant is the most important mechanism for the emergency phase. Three things to know:

1. The club does not submit the DRG, the district does (DG + DRFC). But the club provides the needs assessment without which the file cannot be built. A complete assessment relayed to the DRO within a few hours means a DRG approved within a few days. A vague assessment relayed late means a DRG that arrives too late.
2. The DRG can be submitted BEFORE impact, for named cyclones and storms. If your territory is in the path, the district can submit the DRG preemptively. This is a considerable advantage: funds can be available the day after impact.
3. The stewardship report is mandatory, preliminary report, interim report, final report. Without these reports, the district cannot submit a new DRG. Clubs that do not document their spending condemn their district's future responses.

The DDRF: your first line of financial defense

The District Disaster Relief Fund is a dedicated bank account, separate from the district's general funds, funded by clubs' annual contributions. Its decisive advantage: it can be activated immediately by the DG alone, without any TRF approval.

In the first 48 hours, when administrative delays can cost lives, the DDRF is the only Rotary financial lever available.

Check now: does your district have a DDRF? Is it funded? Does your club contribute to it annually? If the answer to any of these questions is no, raise the matter at the next district conference.

The Rotary Action Groups (RAGs), your network of experts

RAGs are independent organizations, recognized by the Rotary International Board, made up of specialized Rotarians. They are legal entities (501(c)(3) in the US) that operate cross-cutting, they are neither in a district nor in a zone, but available to all.

When it comes to disasters, five RAGs are relevant. Here is what each one does concretely for a club in crisis:

DNA-RAG, Disaster Network of Assistance

This is the central RAG for disaster coordination. Think of DNA-RAG as Rotary's "air traffic

control" for disasters.

Parameter	Detail
Site	dna-rag.com
Meetings	2nd Monday of each month, 9:00 a.m. EST
Status	501(c)(3), donations deductible in the US
Headquarters	Boynton Beach Boca Raton, Florida

What DNA-RAG does for your club:

- Connects your club with other clubs and districts ready to help
- Coordinates between affected zones and sources of aid
- Funds via its own fund (donations at dna-rag.com)
- Trains your members via workshops at district conferences and RI conventions
- Provides planning guides (the Zones 30/31 guide is a transposable model)

DNA-RAG operates in three phases:

- Phase 1 (0-72h): mobilization of local clubs, delivery of immediate aid, real-time communication
- Phase 2 (72h-2 weeks): routing of funds and materials, coordination of volunteers
- Phase 3 (2 weeks-years): reconstruction projects, Global Grants

WASH-RAG, Water, Sanitation and Hygiene

After every earthquake, flood or cyclone, water contamination is the #1 health risk. WASH-RAG provides:

- Technical advisors for water quality assessment
- Design of tailored purification systems
- Help building WASH Global Grants
- Collaboration with UNICEF WASH

When to activate: as soon as water pipes are broken or water is potentially contaminated. Priority disaster types: earthquakes (A1), floods (B2), cyclones (B1), droughts (C1).

ESRAG, Environmental Sustainability RAG

Formal partner of DNA-RAG. Specialized in climate resilience and risk prevention. Its role in disaster:

- Climate vulnerability analysis of your territory
- Advice on resilient reconstruction (Build Back Better)
- Perspective on the evolution of climate-related risks

RAGFP, Rotary Action Group for Peace

Post-conflict reconstruction. Peacebuilding as part of recovery.

When to activate: conflict situations (F1) and their aftermath.

RAGCED, Rotary Action Group for Community Economic Development

Support for community economic development post-disaster. Help with livelihood recovery, microfinance, professional training and economic reconstruction of disaster-affected communities.

When to activate: recovery phase, economic reconstruction, revival of local markets and livelihoods after any major disaster.

Selection table: which RAG for which disaster?

Type of disaster	DNA-RAG	WASH-RAG	ESRAG	RAGFP	RAGCED
Earthquake (A1)	•	•			•
Tsunami (A2)	•	•			•
Volcanic eruption (A3)	•		•		
Cyclone Hurricane (B1)	•	•	•		•
Flood (B2)	•	•			•
Drought (C1)	•	•	•		•
Wildfires (C2)	•		•		
Epidemic (E1)	•	•			
Conflict (F1)	•			•	
Refugees Displaced (F2)	•	•		•	•
Famine (F3)	•	•	•		•

Note: DNA-RAG is always relevant, it is the entry point for any inter-district or inter-zone coordination.

ShelterBox and Disaster Aid, the operational arms

ShelterBox, Official Rotary Project Partner since 2012

ShelterBox is Rotary's most important partner in disaster response. Based in Truro (Cornwall, United Kingdom), founded in 2000 in Helston, it is an international humanitarian organization specialized in emergency shelters. Its projects are eligible for TRF funding.

What ShelterBox provides:

Item	Detail
Family tents	Temporary shelters for displaced families
Reinforced tarps	Immediate protection of damaged dwellings
Solar lamps with battery	Lighting + phone charging
Thermal sleeping bags	Insulation down to 0°C
Portable stoves	Cooking without grid dependence
Water filters	Individual water purification
Thermal blankets	Cold protection
Cooking kits	Pots, utensils, cutlery

Activation process:

1. The DG (or the club via the DG) contacts rotaryrequest@shelterbox.org
2. ShelterBox assesses against its response criteria
3. If criteria are met: deployment possible in 48 hours
4. The DG is notified of ShelterBox's presence
5. Local Rotarians support the operation

What the club does for ShelterBox on the ground:

- Cultural information and local customs
- Help with customs clearance procedures
- Transport and temporary storage of supplies
- Translation and interpretation
- Introductions to local authorities
- Participation in distributions (if the ShelterBox team agrees)

The club is ShelterBox's local eyes, ears and hands. The logistics and humanitarian expertise comes from ShelterBox. The ground knowledge comes from the club.

Concrete example, Zones 33/34 (Caribbean): deployment of 600 solar lamps, 200 ShelterBox bags, 250 sleeping bags, 110 stoves, 600 water filters, 800 blankets. Plus a 100,000 USD matching grant to the zone fund.

Disaster Aid USA (DAUSA)

Parameter	Detail
Site	disasteraidusa.org
Specialty	Physical ground response (debris removal, cleanup, distributions)
Activation	Through coordination with the Rotary district

What DAUSA does:

- Debris removal and chainsawing
- Mud and water cleanup (muck & gut)
- Tarping of damaged roofs
- Points of Distribution (PODs)
- Water purification

When to call DAUSA: for hurricanes, floods and wildfires, mainly in North America. Pre-trained and pre-equipped teams, deployed under district coordination.

Disaster Aid Australia

Similar model to DAUSA for the Pacific zone (Australia, Vanuatu, Fiji, Solomon Islands, PNG). Affiliated with Rotary Australia via RAWCS (Rotary Australia World Community Service).

Regional networks, where Rotary has already proven itself

The Rotary disaster response setup is not theoretical. It has been tested and refined on the ground, with varying levels of maturity depending on the region.

Zones 33/34, Caribbean and Latin America

The most developed structure in the world. Reason: these zones are hit every year by hurricane season.

- Dedicated and active zone response fund
- Designated Zone Disaster Relief Coordinator
- Formal DNA-RAG planning guide
- 100,000 USD ShelterBox matching grant
- Recovery application developed by District 7020 (Jamaica)
- Documented responses: Hurricane Beryl 2024, Hurricane Helene 2024, La Soufrière eruption, Haiti earthquake

Florida model (District 6930)

The district that hosts the DNA-RAG leadership. This is the benchmark model:

- Pre-established response plans
- Online volunteer hub activated in a few hours
- Pre-configured bank accounts and donation pages (activatable in 30 minutes)
- "Compassion teams" (professional therapists for psychosocial support)
- Model exported to Appalachia after Hurricane Helene

Australia/Pacific (Zones 8/9)

RAWCS state committees coordinating all Australian states. Disaster Aid Australia for physical response. ShelterBox Australia network. Notable case: Vanuatu earthquake 2024, District 9910, 26,000 USD DRG + 200,000+ USD total mobilized.

Southeast Asia

DNA-RAG mobilized for the Myanmar earthquake 2025 (M7.7). Philippines: districts historically the most active for typhoons.

Your zone

Where does your zone stand? Your district? Questions to ask your DG or DRO:

- Is there a Zone Disaster Response Fund in our zone?
- Does our district have a funded DDRF?
- Has a DRO been appointed this year?
- Is the District Disaster Response Committee established?
- How many district clubs have a Disaster Coordinator?
- Has the Grant Management Seminar been completed by the DRFC?

If the answer to several of these questions is "no" or "I don't know", your club has a role to play in moving things forward. Not by criticizing, by proposing. By setting the example. A prepared club can pull along an entire district.

Essential contacts, quick reference

Organization	Contact	Use
Rotary International	+1-866-976-8279 contact.center@rotary.org	General questions
The Rotary Foundation, Grants	grants@rotary.org	DRG, Global Grants
TRF, Donations	my.rotary.org/en/disaster-response-fund	Donations to the central fund
ShelterBox	rotaryrequest@shelterbox.org	Emergency shelter activation
DNA-RAG	dna-rag.com	Disaster coordination
WASH-RAG	wash-rag.org	Water, sanitation
Disaster Aid USA	disasteraidusa.org	Ground response USA
RAWCS	rawcs.com.au	Ground response Pacific

Activation levels, DCA-1, DCA-2, DCA-3

The DCA (Disaster Committee Activation) is the Rotary activation scale, consistent with district usage (D7080, D5930). The lower the number, the stronger the mobilization. This scale is used throughout the book, on SITREPs and on reports to the district.

Level	Scale	Who is mobilized	Resources unlocked
DCA-3	Normal activity, advisory and planning mode	District disaster committee in advisory mode	Monitoring, training, drills, plan updates
DCA-2	Significant event, committee activated, club overwhelmed, district needed	Club + District (DG, DRO, DRFC)	DDRF, DRG (max 25,000 USD), ShelterBox on alert, neighboring clubs
DCA-1	Full-scale relief operation, major disaster exceeding the district	Club + District + Zone + RI	DRG, Global Grant, ShelterBox deployed, DNA-RAG, Zone Fund, international support

Decision rule: when in doubt, step up one level (from DCA-3 to DCA-2, or from DCA-2 to DCA-1) and step back down later. Staying in DCA-3 while facing a real crisis costs 48 critical hours.

Next step: identify precisely which risks threaten your territory. That is the subject of chapter 3.

Notes

PART I
UNDERSTAND

Chapter 3

Know your risks

Every territory has its risk profile

A Rotary club in Martinique does not face the same threats as a club in Lyon, Dakar or Port-au-Prince. Tropical cyclone does not concern Burgundy. Seismic risk does not concern Brittany. River flooding does not concern the Sahel. But heatwave now concerns almost everyone.

This chapter gives you the tools to answer a simple and fundamental question: what are the specific risks of OUR territory, and what Rotary resources must we prepare accordingly?

A club that does not know its risks prepares a generic plan, that is to say a useless plan. A club that knows its risks prepares the right plan.

The 19 disaster types in 6 families

The international reference classification (EM-DAT/CRED, University of Louvain) distinguishes 6 families and 19 disaster types. Rotary has adopted this framework to organize its response. Each type is coded (A1, B2, etc.) to allow rapid communication between clubs, districts and zones.

Full summary table

Code	Type	Family	Onset	Warning possible	First Rotary tool
A1	Earthquake	Geophysical	Sudden (seconds)	None	DRG + ShelterBox
A2	Tsunami	Geophysical	Sudden to progressive	Minutes to hours	DRG + ShelterBox + WASH-RAG
A3	Volcanic eruption	Geophysical	Progressive (days/weeks)	Yes (observatories)	DRG + ShelterBox
A4	Landslide	Geophysical	Sudden	Limited	DRG + ESRAG
B1	Hurricane Cyclone Typhoon	Meteorological	Progressive (days)	Yes (NHC, weather)	DRG pre-impact + ShelterBox + DAUSA
B2	Flood	Meteorological	Progressive (hours/days)	Yes (Vigicrues, etc.)	DRG + WASH-RAG
B3	Cold wave	Meteorological	Progressive (days)	Yes	DRG + member network
B4	Heatwave	Meteorological	Progressive (days)	Yes	DRG + member network
B5	Building collapse	Meteorological*	Sudden	None	DRG
C1	Drought	Climatological	Progressive (months)	Yes (indicators)	DRG + WASH-RAG + ESRAG
C2	Wildfires	Climatological	Sudden to progressive	Partial	DRG + ShelterBox + ESRAG
D1	HAZMAT explosion	Technological	Sudden	None	DRG

Code	Type	Family	Onset	Warning possible	First Rotary tool
D2	Nuclear accident	Technological	Sudden	Partial (INES)	DRG
D3	Spill Oil spill	Technological	Progressive	Partial	DRG + ESRAG
D4	Infrastructure collapse	Technological	Sudden	None	DRG
D5	Mass transport accident	Technological	Sudden	None	DRG
E1	Epidemic Pandemic	Biological	Progressive	Yes (WHO, grades 1-3)	DRG + WASH-RAG + PolioPlus
F1	War Armed conflict	Complex	Variable	Variable	DRG + RAGFP
F2	Refugees Displaced	Complex	Progressive	Partial	DRG + RAGFP + WASH-RAG
F3	Famine	Complex	Progressive (months)	Yes (IPC phases 1-5)	DRG + WASH-RAG + ESRAG

*B5 classified here by convention, may also fall under D4 depending on the cause.

The three onset modes

This distinction is critical for your club's preparation:

Mode	Delay	What it changes for the club
Sudden-onset	Seconds to hours	No last-minute preparation possible. Everything rests on the plan already in place. The call-down list, the rally point, the PPE, everything must be ready in advance.
Slow-onset	Days to months	Preparation time. The DRG can be submitted before impact. ShelterBox can be pre-alerted. Members can be briefed. The advantage is considerable, provided it is not wasted in inaction.
Complex	Variable	Multidimensional crisis (conflict + drought + displacement). Humanitarian access difficult. Absolute neutrality essential. The club only engages in secure spaces.

Identify the risks of YOUR territory

Step 1, Consult official sources

Every country maintains publicly accessible risk maps. Here are the main sources by region:

Geographic area	Source	What it provides
France	Géorisques (georisques.gouv.fr)	Municipal natural and technological risk maps. DDRM, PPR.
France	Vigicrues (vigicrues.gouv.fr)	Real-time flood monitoring
France	Météo-France (vigilance.meteofrance.fr)	Weather alerts (wind, rain, heat, cold, storms)
Europe	Copernicus EMS (emergency.copernicus.eu)	Post-disaster satellite mapping
Caribbean	National Hurricane Center (nhc.noaa.gov)	Cyclone forecasts
Global	GDACS (gdacs.org)	Global Disaster Alert and Coordination System
Global	EM-DAT (emdat.be)	Historical disaster database
Global	UNDRR PreventionWeb (preventionweb.net)	Country risk profiles
Seismic global	USGS (earthquake.usgs.gov)	Real-time seismic data

Concrete action: your Disaster Coordinator must consult Géorisques (or the national equivalent) for your municipality and draw up the list of officially identified risks. Time required: 30 minutes.

Step 2, Probe local memory

Official databases do not capture everything. Local memory is a precious resource. Ask:

- Club elders: what disasters marked the municipality in the last 50 years?
- Local elected officials: what risks appear in the Municipal Safeguard Plan?
- Firefighters: what recurring interventions (floods in a given neighborhood, landslides on a given hill)?
- Insurers: what claims are regularly paid out in the area?
- Local press: archives of past events

Step 3, Cross-reference with climate trends

Climate change modifies the risk profile of every territory. Events that were once exceptional become recurrent. New risks emerge.

Global trends to integrate into your analysis:

Trend	Consequence	Most exposed territories
Rising average temperatures	More frequent and intense heatwaves	Urban areas (heat island effect), elderly populations
Intensification of precipitation	More severe floods, flash floods	Valleys, paved areas, coastline
Sea level rise	Coastal submersion, erosion, salinization of groundwater	Low-lying coastal zones, islands, deltas
Prolonged droughts	Water stress, wildfires, food insecurity	Mediterranean, Sahel, Caribbean
More intense cyclones	Higher categories more frequent	Caribbean, Pacific, Southeast Asia

ESRAG (Environmental Sustainability RAG) is the Rotary resource for this dimension. Their expertise can help your club integrate the climate perspective into its risk analysis.

The Probability × Impact matrix

Once your risks are identified, they must be prioritized. Not all risks deserve the same level of preparation. The probability × impact matrix is the standard tool.

How to fill it out

Probability: estimate the frequency over the next 20 years.

Score	Probability	Criterion
1	Very low	Less than 1 chance in 100 in the next 20 years
2	Low	1 to 10% probability in the next 20 years
3	Medium	10 to 50% probability, or already occurred 20-50 years ago
4	High	More than 50% probability, or occurs every 10-20 years
5	Very high	Near certain, or occurs every 1-5 years

Impact: estimate the consequences if the event occurs.

Score	Impact	Criterion
1	Minor	A few dwellings affected. No casualties. Return to normal < 1 week.
2	Moderate	Tens of dwellings. Some injured. Disruptions 1-4 weeks.
3	Serious	Hundreds of people affected. Serious injuries possible. Disruptions 1-3 months.
4	Severe	Thousands of people affected. Casualties probable. Infrastructure damaged. Disruptions 3-12 months.
5	Catastrophic	Mass destruction. Multiple casualties. Infrastructure destroyed. Multi-year recovery.

Risk matrix

Multiply the scores. The result determines your preparation priority level.

		IMPACT				
		1	2	3	4	5
		+-----+	+-----+	+-----+	+-----+	+-----+
	5	5	10	15	20	25
		+-----+	+-----+	+-----+	+-----+	+-----+
P	4	4	8	12	16	20
		+-----+	+-----+	+-----+	+-----+	+-----+
R	3	3	6	9	12	15
		+-----+	+-----+	+-----+	+-----+	+-----+
O	2	2	4	6	8	10
		+-----+	+-----+	+-----+	+-----+	+-----+
B	1	1	2	3	4	5
		+-----+	+-----+	+-----+	+-----+	+-----+

Score 1-4 : LOW → Monitoring. Generic plan sufficient.
 Score 5-9 : MODERATE → Basic preparation. Dedicated checklist.
 Score 10-15 : HIGH → Specific plan. Annual drill. Dedicated material.
 Score 16-25 : CRITICAL → Detailed plan. Semiannual drills. Active partnerships. Dedicated budget.

Club risk assessment sheet

Fill out this sheet in a disaster committee meeting. Time required: 1 to 2 hours with the right people in the room (one member who knows the territory, one who knows the official sources).

RISK ASSESSMENT - Club of _____
 Date: ___/___/_____
 Completed by: _____

TERRITORY COVERED: _____
 Municipality(ies): _____
 Estimated population: _____

RISKS IDENTIFIED:

#	Type (code)	Probability (1-5)	Impact (1-5)	Score	Priority
1					
2					
3					
4					
5					
6					
7					
8					

PRIORITY RISKS (score ≥ 10):

Risk #1: _____

Last occurrence: _____

Most exposed zones: _____

Estimated vulnerable population: _____

Rotary tools to prepare: _____

Risk #2: _____

Last occurrence: _____

Most exposed zones: _____

Estimated vulnerable population: _____

Rotary tools to prepare: _____

Risk #3: _____

Last occurrence: _____

Most exposed zones: _____

Estimated vulnerable population: _____

Rotary tools to prepare: _____

Signatures: President _____ Disaster Coordinator _____

Sample risk profiles by territory type

To illustrate the approach, here are four typical profiles. Your club likely resembles one of them.

Caribbean coastal club (e.g., Martinique, Guadeloupe, Jamaica)

Risk	Probability	Impact	Score	Priority
Hurricane/Cyclone (B1)	5	5	25	CRITICAL
Earthquake (A1)	3	4	12	HIGH
Tsunami (A2)	2	5	10	HIGH
Flood (B2)	4	3	12	HIGH
Volcanic eruption (A3)	2	4	8	MODERATE
Heatwave (B4)	4	2	8	MODERATE

Urban European club (e.g., Lyon, Toulouse, Brussels)

Risk	Probability	Impact	Score	Priority
Heatwave (B4)	5	3	15	HIGH
Flood (B2)	3	3	9	MODERATE
Blackout (D3)	2	3	6	MODERATE
Epidemic (E1)	2	3	6	MODERATE
HAZMAT explosion (D1)	1	4	4	LOW
Terror attack (outside EM-DAT codes, treat as complex crisis)	1	4	4	LOW

Sub-Saharan African club (e.g., Sahel, East Africa)

Risk	Probability	Impact	Score	Priority
Drought (C1)	5	4	20	CRITICAL
Flood (B2)	4	4	16	CRITICAL
Epidemic (E1)	4	4	16	CRITICAL
Famine (F3)	3	5	15	HIGH
Conflict (F1)	3	4	12	HIGH
Displaced (F2)	3	3	9	MODERATE

Pacific island club (e.g., Vanuatu, Fiji)

Risk	Probability	Impact	Score	Priority
Cyclone (B1)	5	5	25	CRITICAL
Earthquake (A1)	4	4	16	CRITICAL
Tsunami (A2)	3	5	15	HIGH
Flood (B2)	4	3	12	HIGH
Volcanic eruption (A3)	3	4	12	HIGH
Sea level rise	5	3	15	HIGH

Mapping your territory

Risk assessment alone is not enough. You need to know where the impacts will be most severe. An earthquake does not strike a city uniformly. A flood affects low-lying areas. A cyclone devastates the coastline exposed to the wind.

The four layers to map

Layer 1, Risk zones

Mark on a map of your municipality the zones exposed to each identified risk:

- Flood zones (PPRi in France, equivalents elsewhere)
- Coastal zone (storm surge, tsunami)
- Unstable slopes (landslide)
- Proximity to SEVESO or classified industrial installations
- Forest-habitat interface zones (wildfires)
- Known seismic faults

Layer 2, Critical infrastructure

Identify and locate the infrastructures whose destruction or unavailability worsens the crisis:

Infrastructure	Why it is critical	Information to collect
Hospital Clinic	Care for the injured. If it goes down, everything gets complicated.	Address, capacity, backup generator?
Drinking water plant	Water supply. Contamination = epidemic.	Location, distribution network
Power plant Substation	Power supply. Blackout = cascade.	Location, network
Bridges and main roads	Access. If bridges fail, neighborhoods are cut off.	Identify cut-off points
Schools Gymnasiums	Potential shelter centers.	Accommodation capacity, kitchen, sanitation
Fire station	Emergency response.	Response time by neighborhood
Town Hall Prefecture	Official coordination center.	Crisis room identified?
Gas stations	Fuel for generators and vehicles.	Location, storage capacity

Layer 3, Vulnerable populations

Not everyone is equal in the face of disaster. Identify concentrations of vulnerable populations:

Population	Specific vulnerability	Source of information
Isolated elderly	Reduced mobility, medical dependence, isolation	Social services, senior clubs
People with disabilities	Difficult evacuation, dependence on electricity (medical devices)	Disability agencies, specialized associations
Young children (< 5)	Rapid dehydration, malnutrition, vulnerability to epidemics	Daycare, maternal-child health, preschools
Homeless	Direct exposure, no fallback point	Homeless outreach, charitable associations
Tourists Transient people	Do not know the territory, language barrier	Tourist offices, hotels
Non-native language speakers	Misunderstanding of alerts and instructions	Migrant associations, religious communities
People in precarious housing	Dwellings not resistant to hazards	Urban planning services, associations

Layer 4, Available resources

Also map the resources, what is available on your territory to respond:

Resource	Type	To identify
Warehouses Storage areas	Logistics	Location, owner, accessibility
Supermarkets Wholesalers	Supply	Manager contact, possibility of agreement
Open land Large parking	Points of distribution, improvised helipad	Location, area
Construction companies	Heavy equipment, debris removal	Contact, availability
Pharmacies	Medical supply	Location, emergency hours
Rotary members with key skills	Human resource	Doctors, nurses, civil engineers, logisticians
Rotary members with equipment	Material resource	Generators, chainsaws, 4×4 vehicles, vans

Mapping support

No need for sophisticated GIS. A municipal map printed in A3 with colored overlays (one per layer) is enough. Alternatively, Google My Maps allows collaborative maps to be created for free, accessible on phone.

The essential thing is that this map exists, that it is updated annually, and that the Disaster Coordinator and the club president have access to it, including offline.

Climate change: risks that evolve

What was a low risk 20 years ago can be a high risk today. Climate change is not an abstract subject for a disaster committee, it is a concrete parameter that modifies the risk matrix.

What is changing concretely

Heatwaves: in Europe, the 2003 heatwave was a once-in-a-millennium event (probability ~1/500 years at the time). Comparable episodes occurred in 2015, 2019, 2022, 2023, observed frequency: every 3-5 years. For a European urban club, heatwave goes from "low risk" (score 6-8) to "high risk" (score 12-16) in twenty years.

Hurricanes: the proportion of cyclones reaching category 4-5 in the North Atlantic has risen from approximately 20% (1980s) to ~35% (2020s) according to NOAA data. For clubs in the Caribbean and the Gulf of Mexico, the risk ceiling rises a notch, the "category 4-5" scenario becomes the planning baseline, not the worst case.

Floods: urban paving combined with more intense rainfall multiplies by 2 to 4 the flash-flood risk in zones not historically classified as flood zones. Check the PPRI (France) or equivalents: some have been revised since 2020.

Droughts: the Mediterranean basin is warming 20% faster than the global average (IPCC).

Clubs in southern France, Greece, Turkey, the Maghreb see drought shift from a seasonal risk to a structural risk.

Wildfires: extension northward (fires in Scandinavia, Canada, Siberia). Clubs up to 55° latitude must now integrate this risk into their matrix.

ESRAG as a resource

ESRAG (Environmental Sustainability Rotary Action Group) is the formal DNA-RAG partner on this dimension. They can help your club to:

- Assess the evolution of climate risks in your territory
- Integrate the "Build Back Better" dimension into reconstruction projects
- Access data and studies on climate resilience
- Build Global Grants incorporating the environmental component

Contact: esrag.org

Practical recommendation

During your annual risk assessment, systematically ask: "Has this risk increased compared to last year?" If the answer is yes for one or more risks, adjust the probability scores accordingly. The matrix is not frozen, it must reflect current reality, not that of ten years ago.

Priority actions from this chapter

Before moving on to chapter 4, make sure your club has:

- Consulted the official risk mapping of its municipality
- Probed local memory (elders, elected officials, firefighters)
- Filled out the probability × impact matrix for all identified risks
- Identified the 2-3 priority risks (score ≥ 10)
- Mapped the risk zones, critical infrastructure, vulnerable populations and available resources
- Integrated the climate change dimension into the analysis
- Stored these documents accessibly for the Disaster Coordinator, the president and at least two other members

If your territory faces risks with a score ≥ 16 (critical), this chapter alone justifies the establishment of a permanent disaster committee and a dedicated preparedness budget. Raise the matter at your next board meeting.

Notes

PART I
UNDERSTAND

Chapter 4

Humanitarian principles and limits of action

Why this chapter is essential

Goodwill is not enough. Every year, well-intentioned organizations, including Rotary clubs, cause harm while trying to help. Disorganized distribution that triggers riots. Shipments of used clothing that clog airports. Photos of victims posted on social media without consent. Reconstruction of housing that does not meet local standards.

This chapter sets the rules of the game. They are not optional. They are the foundation without which humanitarian aid does more harm than good.

The 4 fundamental humanitarian principles

These principles are enshrined in United Nations General Assembly resolutions. Any organization intervening in a disaster situation, including a Rotary club, must respect them.

Principle	Definition	What it implies for the club
Humanity	Humanitarian action has the sole objective of preventing and alleviating human suffering, protecting life and health, and ensuring respect for the human person.	Every club action must have the exclusive aim of reducing suffering. No club promotion. No proselytism. No marketing communication disguised as aid.
Neutrality	Aid must not favor any side in an armed conflict or dispute.	The club does not take sides on the causes of the disaster. No political commentary. No support for a faction. Rotary helps people, all people.
Impartiality	Aid is provided solely based on needs, without discrimination based on nationality, race, religion, gender, social class or political opinion.	Help first those who need it most. Not those you know. Not members of your religious community. Not sympathizers of your party. Needs drive action, nothing else.
Independence	Humanitarian action must be autonomous from political, economic, military or other objectives.	The club does not become the instrument of an elected official, a party or a business. Even if a sponsor funds the response, they do not decide the distribution. Aid remains under club control according to assessed needs.

Concrete application: the 4-question test

Before every operational decision in a crisis situation, ask these four questions:

1. Does this action reduce suffering? (Humanity)

2. Is this action neutral with respect to local tensions? (Neutrality)
3. Are we helping based on needs, not affinities? (Impartiality)
4. Are we deciding freely, without outside pressure? (Independence)

If the answer to any of these questions is no, stop and reconsider.

Sphere Standards, vital minimums

The Sphere project (spherestandards.org) defines the minimum standards of humanitarian response. These are the reference figures that every humanitarian actor, professional or not, must know. Your club does not need to memorize the 400-page Sphere Handbook. It needs to know these minimums.

Water

Standard	Quantity	Context
Survival	2.5 to 3 liters person day	Drinking water only, temperate climate
Acceptable minimum	15 liters person day	Drinking + cooking + basic hygiene
Acceptable	20 liters person day	Drinking + cooking + hygiene + laundry
Maximum distance from water point	500 meters	From dwelling to distribution point
Maximum waiting time	15 minutes	Including queue (Sphere 2018)
Quality	Compliant with WHO standards	Treatment if necessary (chlorination, filtration)

What this means for the club: if you manage a water point of distribution for 500 people, you must supply at least 1,500 liters per day (survival) and ideally 7,500 liters per day (acceptable minimum). Plan accordingly.

Shelter

Standard	Minimum
Covered area per person	3.5 m ² (hot climate, less time spent indoors) to 4.5 m ² (cold climate, more time spent indoors)
Thermal protection	Nighttime indoor temperature > 15°C
Weather protection	Rain tightness + wind protection
Privacy	Visual separation between families
Lighting	Minimum light source per dwelling unit

What this means for the club: a 400 m² gymnasium can shelter at most about 100 people (not 300). If you open a shelter, plan for 4 m² per person, not "as many as we can cram in".

Sanitation

Standard	Minimum
Latrines	1 per 20 people
Distance latrines-dwellings	30 to 50 meters (far enough for hygiene, close enough for access)
Separate men/women latrines	Mandatory
Lit latrines	Mandatory (nighttime safety, particularly for women)
Handwashing points	At the exit of each sanitary block

Food

Standard	Minimum
Caloric intake	2,100 kcal person day
Protein	10-12% of caloric intake
Fat	17% of caloric intake
Hot meals	At least 1 per day if possible
Dietary diversity	Not only cereals, protein + vegetables
Children < 5	Appropriate diet, increased frequency (5-6 meals/day)
Breastfeeding women	Additional ration (+500 kcal/day)

What this means for the club: a Rotary community kitchen serving 200 people must produce 420,000 kcal per day. In white rice (130 kcal/100g), that amounts to about 320 kg of cooked rice per day, without protein and vegetables. Plan the supply chain.

Health

Standard	Minimum
First aid post	1 per 10,000 people served
Medical referral	Functional hospital transfer system
Essential medicines	Basic WHO list available
Epidemiological monitoring	Surveillance of diarrhea, respiratory infections, measles

Do No Harm, what well-intentioned clubs do wrong

The "Do No Harm" principle is the practical corollary of the humanitarian principles. Here are the most frequent errors made by well-intentioned organizations, including Rotary clubs.

Error 1, Distributing without assessing

The scenario: the club receives donations (clothing, food, equipment). Members, under emotional pressure, want to distribute immediately. They load a truck and distribute in the first accessible neighborhood.

The problem: the most accessible neighborhood is rarely the most affected. The most devastated neighborhoods are often the hardest to access. Result: the least affected receive aid, the most affected get nothing. Inequality, frustration, loss of trust.

The rule: always assess needs BEFORE distributing. Even if it takes 6 more hours. Assessment saves more lives than haste.

Error 2, Sending unsolicited donations

The scenario: after a high-profile earthquake, clubs from around the world send containers of used clothing, expired medicines, toys.

The problem: these unsolicited donations clog ports and airports, block the flow of priority aid, require sorting (which ties up volunteers who could be in the field), and part of it ends up in landfill. Humanitarian organizations call this "the second disaster".

The rule: never send unrequested material. Ask the local club (via the district or DNA-RAG) what it needs. In 90% of cases, the answer is: money. Money allows buying locally, which is faster, cheaper, better suited, and supports the local economy.

Error 3, Creating dependency

The scenario: the club sets up a community kitchen that runs for 6 months. The community gets used to it. When the club stops, there is no transition. People have not had the time or the means to reorganize.

The problem: prolonged aid without an exit strategy creates dependency and erodes self-reliance. It can also destroy local economic circuits (why buy at the market if Rotary is distributing for free?).

The rule: from day one, plan the end of the intervention. Every action has an end date. Transition to self-sufficiency is a goal from the outset, not an afterthought.

Error 4, Duplicating what others are already doing

Covered in chapters 21 (non-Rotary partners) and 22 (field coordination). Reminder: before any action, answer the 3Ws, Who does What Where? Rotary delivers the most value where no one else is present.

Error 5, Ignoring local power dynamics

The scenario: the club distributes aid through a self-proclaimed "community leader", without checking his legitimacy. This leader diverts part of the aid to his associates or uses it as a

lever of power.

The problem: aid becomes an instrument of domination. The most vulnerable, often the least visible and least connected, are excluded.

The rule: diversify distribution channels. Check who receives what. Put in place a complaints system accessible to beneficiaries.

Dignity of victims

Photographs and images

Disasters generate emotion that drives documentation. Photos of distress are shared on social media, in club bulletins, in grant applications. This is a sensitive subject where Rotary must lead by example.

Absolute rules:

Rule	Why
Explicit consent before any identifiable photo	A person who has just lost their house is not a photographic subject. Their dignity outweighs your communication need.
No photos of identifiable children without written parental consent	Child protection, non-negotiable international standard.
No photos of corpses or serious injuries	Basic respect. These images also traumatize those who see them.
No humiliating "before/after" photos	"Look how miserable they were before our help" is condescending.
Systematic blurring in case of doubt	If you cannot obtain consent, blur the faces.

For TRF stewardship reports: photos are necessary to document action. Prefer activity photos (distribution in progress, construction, installed equipment) rather than portraits of distress. Show what the club does, not people's suffering.

Language and attitudes

To avoid	To prefer
"Victims" (passivity)	"Disaster survivors" or "affected people" (agency)
"These poor people"	"The residents of neighborhood X"
"We gave them"	"We distributed at their request"
Deciding for beneficiaries	Consulting beneficiaries on their needs
Posing with beneficiaries for the group photo	Asking if they wish to appear in the photo

Paternalism

Paternalism is the #1 occupational hazard of aid organizations. It appears when you think you know better than affected people what they need.

Simple test: if you are deciding for people instead of deciding with them, you are in paternalism. Stop. Ask them.

Disaster survivors are adults. They know their needs, their culture, their priorities. The club's role is to supply resources, not to dictate choices.

Legal framework and insurance

Club civil liability

The Rotary club, as a legal entity (association loi 1901 in France, equivalent status elsewhere), bears civil liability when conducting disaster response operations.

Legal risk	Situation	Protection
Volunteer injury	Accident during debris removal, fall, cut	Club liability insurance covering service activities. Check BEFORE the disaster that the policy covers crisis-situation interventions.
Injury to a third party	An affected person injured during a distribution, a passerby hit by displaced debris	Same liability policy. Check exclusions.
Material damage	A member's vehicle damaged during an operation, equipment destroyed	Personal vehicle insurance (driver's liability). The club can take out temporary insurance for equipment.
Non-Rotarian volunteers	Spontaneous volunteer injured on a Rotary operation	Temporary volunteer insurance. Some countries have specific legal provisions.
Food poisoning	Club community kitchen having served contaminated food	Liability insurance + compliance with food hygiene standards (cold chain, traceability)

Mandatory preventive actions:

1. Annually review the club's liability insurance policy, particularly the exclusion clauses for disaster situations
2. Obtain written confirmation of coverage for disaster response activities
3. Prepare a liability waiver form (see chapter 15 and appendix A, form 5)
4. Have each volunteer sign a safety briefing attestation before deployment
5. Consult a Rotarian lawyer on the local legal framework, laws vary considerably from country to country

Waivers and attestations

Safety briefing attestation: to be signed by every volunteer before deployment. Certifies that the person received safety instructions, is aware of the risks and agrees to respect them.

Retention: 5 years minimum.

Risk acceptance form: for non-Rotarian volunteers, particularly spontaneous volunteers. Describes the risks related to the intervention and partially releases the club's liability (within the limits of local law).

Document retention: all documents related to the intervention (volunteer lists, attestations, incident reports, photos, receipts) must be retained for at least 5 years. In case of legal dispute, these documents are your protection.

When NOT to act

This may be the most important paragraph of this chapter. The decision not to intervene is sometimes the most responsible decision.

The club must NOT intervene when:

Situation	Why	What to do instead
The zone is dangerous, unstable structures, power lines on the ground, chemical contamination, active aftershocks	Member safety comes first. An injured volunteer becomes another casualty and ties up rescue services.	Wait for the green light from official services (firefighters, civil protection). Flag yourself as an available resource.
Professional services are on site and sufficient	Adding volunteers to a situation already covered creates congestion, not value.	Offer your services. If the answer is "not right now", step back. Stay on standby.
The club lacks the required skills, swift-water rescue, asbestos removal, specialized medical care	Unqualified intervention worsens the situation and endangers responders.	Contact specialized organizations. The club can provide logistical support without intervening technically.
The situation is an active armed conflict	Neutrality impossible on the ground. Mortal danger. Rotary is not mandated for combat zones.	Support financially (DRG via the district). Act through the RAGs (RAGFP) and mandated partners (ICRC, UNHCR).

Situation	Why	What to do instead
The club's action would aggravate local tensions	In certain contexts (ethnic, religious, political), the intervention of an identified group may be perceived as partisan.	Provide aid through a neutral intermediary. Fund without being visible on the ground.
The club members are themselves disaster-affected	You cannot help others if you are not safe yourself.	First ensure the safety and needs of members and their families. The district and neighboring clubs take over.

The aviation safety rule

The analogy of the oxygen mask on an airplane applies perfectly: put on your own mask first, then help others. A club whose members are in danger, injured or in psychological distress cannot help effectively. The first priority is always the safety of Rotarians and their families.

The courage to say no

Saying "we are not intervening on this point" takes more courage than charging in. Social pressure, from the media, social networks, members themselves, pushes toward visible action. Resist when action is not appropriate. Responsible inaction is better than harmful action.

Summary of principles, reference card

Photocopy this page. Keep it in your response kit.

The 4 humanitarian principles

#	Principle	One-line summary
1	HUMANITY	Sole objective: reduce suffering
2	NEUTRALITY	No taking sides
3	IMPARTIALITY	Needs drive action
4	INDEPENDENCE	The club decides, no one else

Sphere standards, key figures

Domain	Minimum standard
Water	7.5 L/pers/day (survival, first 48 h), 15 L/pers/day (all uses, once stabilized)
Shelter	3.5 m ² per person minimum
Latrines	1 per 20 people
Food	2,100 kcal per person per day

Do No Harm, before acting, 5 questions

- Have I assessed the needs?
- Is someone else already doing this? (3W: Who, What, Where)
- Do I have beneficiary consent?
- Are members safe?
- Am I competent for this action?

When not to act

- Dangerous unsecured zone
- Insufficient skills
- Active armed conflict
- Members themselves disaster-affected
- Sufficient presence of other actors

These principles are not bureaucratic constraints: they are the guardrails between aid that saves and aid that harms. Rotary's credibility is maintained by respecting them, and destroyed by ignoring them.

Part I is complete. Part II gives you the tools to prepare your club.

Notes

PART II
PREPARE

Chapter 5

The club response structure

The minimum structure: five people are enough

You have run companies, firms, hospital departments. You know that a crisis structure has nothing to do with an ordinary org chart. It is flat, fast, action-driven. In disaster, bureaucracy kills.

The disaster response structure of a Rotary club relies on five people minimum:

```

CLUB PRESIDENT
| Activation decision - District liaison - Spokesperson
|
+-- DISASTER COORDINATOR
| | Plan maintenance - Contacts - Training
| |
| +-- DRC COMMITTEE (3 members)
|     +-- Member 1: Logistics
|     +-- Member 2: Communications
|     +-- Member 3: Finance
|
+-- MEMBERS DESIGNATED BY SKILL SET
    (activated depending on the type of disaster)

```

Five people. Not a committee of fifteen that meets to decide when to meet. The rest of the club constitutes the skills pool, mobilizable as needs arise.

Role sheets

Club President

Responsibility	Scope
Activate the emergency plan	Sovereign decision, can be made on a single call from the Coordinator
Liaison with the District	Direct contact with the Governor and the DRO
Spokesperson	Speaks on behalf of the club to the media and authorities (or designates a spokesperson)
Authorize expenses	Release of the club's emergency fund (see chapter 11)
Chair crisis meetings	Short, decision-making, daily during the acute phase

What they do not do:

- Go out in the field to distribute water bottles, they become unreachable for the DG calling with a 25,000 USD DRG
- Direct field teams (that is the Coordinator's role)
- Find suppliers, count stocks, log receipts (that is the DRC committee's role)

- Speak alone to the media without a prior briefing with the Coordinator

The President decides, authorizes, communicates upward. They delegate execution.

Club Disaster Coordinator

This is the most demanding position. The Coordinator is the permanent engine of preparedness and the operations chief when the crisis strikes.

In normal times (80% of the function):

Task	Frequency
Maintain and update the club's emergency plan	Annual + after each event
Update the call-down list	Quarterly
Update the members' resource inventory	Annual
Organize at least one training/drill at the club	Annual minimum
Participate in district training	Annual
Maintain the link with the District DRO	Permanent
Check the emergency communication kit	Semiannual
Test backup communication channels	Annual

In crisis time:

Task	Detail
Propose activation to the President	With a rapid situation assessment
Direct field operations	Coordinates the DRC committee, assigns teams
Manage resources	Allocates equipment and volunteers by priority
Ensure operational liaison	With local partners (Red Cross, town hall, firefighters)
Produce the SITREP	Situation report to the President and the District

Ideal profile: An available member (not the one most professionally busy), organized, comfortable with procedures, who will stay in the club at least 2-3 years. An active retiree, an executive with schedule flexibility, a business owner who can quickly delegate to their deputy.

DRC Committee, 3 members

Each member of the DRC committee covers one domain. In normal times, their load is light, a few hours a year. In a crisis, they shift into immediate operational mode.

Member 1, Logistics

Domain	Responsibilities
Transport	Coordinates members' vehicles, organizes convoys
Storage	Manages identified storage sites (member warehouses, club premises)
Distribution	Organizes points of distribution, manages stocks
Procurement	Supplier relations, emergency purchases

Natural profile: business owner with a warehouse, logistics director, wholesale merchant, farmer with vehicles.

Member 2, Communications

Domain	Responsibilities
Internal communications	Call-down list activation, WhatsApp groups
External communications	Media relations, club social networks
Partner liaison	Operational contact with NGOs and authorities
Documentation	Photos, videos, ground information collection

Natural profile: journalist, marketing/communications director, lawyer used to media contact, teacher.

Member 3, Finance

Domain	Responsibilities
Emergency accounting	Dedicated ledger from the first euro spent
Donation management	Reception, traceability, thank-yous
Purchases	Expense validation, receipt retention
Financial reporting	Weekly reports, TRF stewardship preparation

Natural profile: chartered accountant, CFO, banker, association treasurer.

Map members' professional skills

Your members are not ordinary volunteers. They are professionals whose expertise is directly transferable to a disaster situation. The key: identify who does what in advance so you do not lose time on D-day.

Skills-missions matrix

Member profession	Disaster mission	Typical deployment
Doctor	Triage, emergency care, health assessment	Advanced medical post, hospital liaison
Nurse	First aid, monitoring of minor injuries	Distribution points, shelters
Pharmacist	Medication management, health advice	Medical inventory, targeted distribution
Psychologist Psychiatrist	Psychological First Aid (PFA)	Shelters, reception centers, volunteer teams
Civil Construction engineer	Structural assessment of buildings	Disaster zones, habitable buildings or not
Architect	Damage assessment, repair plans	Stabilization and recovery phase
Lawyer	Insurance, disaster survivors' rights, disputes	Legal aid to victims, authority relations
Notary	Loss of documents, attestations	Administrative aid to disaster survivors
Chartered accountant	Emergency accounting, TRF stewardship	Financial management of the response
Business owner	Logistics, supply chain, management	General coordination, procurement
Restaurateur Caterer	Community kitchen, food hygiene	Feeding disaster survivors and volunteers
Farmer	Heavy vehicles, land, storage	Transport, warehousing, debris removal
Electrician	Generators, repairs	Emergency power restoration
Plumber	Water, sanitation	Emergency repairs, WASH
IT professional	Communication systems, data	Digital backup, digital coordination
Journalist Communicator	Media relations, social networks	Crisis communication
Teacher	Organization, group management	Childcare, activities in shelters
Translator	Multilingual communication	Liaison with non-native speaking populations
Real estate agent	Knowledge of the local housing stock	Identification of temporary housing
Insurer	Claims procedures	Aid to disaster survivors for filings

This matrix is a starting point. Each club must personalize it with the actual professions of its members. The full inventory of skills is covered in chapter 7.

Fundamental principle: In a disaster, each member is deployed first according to their professional

skills, not according to their seniority or rank in the club.

Succession plan: when the President is unreachable

The disaster may strike the President themselves. Their house is destroyed. They are injured. Their phone is under the rubble. They are traveling abroad. Or simply, the network is saturated and no one can reach them.

Without a succession plan, the club is paralyzed at the very moment it should be acting.

Emergency chain of command

Order	Role	Authority in absence of the previous person
1	Club President	Full authority
2	Disaster Coordinator	Activates the plan, directs operations, authorizes emergency expenses (defined cap)
3	Immediate Past President	Assumes the presidential function for district liaison
4	President-Elect	Takes over if the first 3 are unreachable
5	Club Secretary	Ensures administrative continuity

Succession rules

1. Grace period: If the President is unreachable for 2 hours after the start of the event, the Disaster Coordinator activates the plan on their own authority.
2. Delegated spending cap: The Coordinator can commit up to an amount defined by the club (recommended: 500-2,000 USD or equivalent) without presidential sign-off. Beyond that, the President or Past President must be reached.
3. Mandatory notification: Any activation without the President must be notified to the District (DG or DRO) within 6 hours.
4. Reversibility: As soon as the President becomes reachable again, they resume command. They validate or adjust the decisions made, without canceling them retroactively except for serious cause.

Succession sheet to complete and distribute

Each member of the succession chain keeps a laminated copy:

EMERGENCY CHAIN OF COMMAND
 Rotary Club of _____

#1 - President: _____ Phone: _____
 #2 - Coordinator: _____ Phone: _____
 #3 - Past President: _____ Phone: _____

#4 - President-Elect: _____ Phone: _____
 #5 - Secretary: _____ Phone: _____

Delegated spending cap: _____ USD/EUR
 Grace period for activation: 2 hours

District contact: DG _____ Phone: _____
 District contact: DRO _____ Phone: _____

Updated: ___/___/_____

Practical tip: Test this chain. During a tabletop exercise (chapter 10), simulate a scenario where the President is disaster-affected. You will quickly discover whether #2 knows their responsibilities, or whether this sheet is just a piece of paper.

Integrating Rotaract and Interact

Rotaract (18 and older, with no upper age limit since 2019) and Interact (12-18) are not "junior" clubs to whom you assign subordinate tasks. They are active forces with specific skills that Rotarians generally do not have, and considerable field energy.

What Rotaract brings

Strength	Disaster application
Digital natives	Real-time social media management, digital mapping, messaging-based coordination
Availability	Often more flexible than professionally active Rotarians, quickly mobilizable
Physical energy	Debris removal, distribution, structure assembly, difficult terrain
University network	Mobilization of students in medicine, engineering, social sciences
Multilingualism	Generations often more internationally connected

What Interact brings

Strength	Disaster application
Donation collection	School campaigns, charity sales, parent mobilization
Youth communication	Messages tailored to youth networks (Instagram, TikTok)
Moral support	Activities for children in shelters (games, entertainment)

Operational integration

1. Before the disaster: • The Rotaract President is invited to the club's disaster trainings • A Rotaractor is appointed "Rotaract DRC liaison" • Rotaract takes part in the club's tabletop exercises • Rotaract contacts are in the call-down list (dedicated branch)
2. During the disaster: • The Rotaract liaison joins the extended DRC committee • Rotaractors are integrated into field teams (never alone, always overseen by an experienced Rotarian) • Social media management can be delegated to Rotaract under the supervision of Member 2 (Communications) • Interactors stay out of the danger zone, their contribution is upstream (collection, communication) and downstream (moral support, entertainment)
3. Absolute rule: Minors (Interact) are never deployed in the field in a disaster zone. No exception. Their contribution is channeled into safe, supervised activities, away from danger.

Lessons learned: Rotaract is not improvised on D-day, it is prepared with you, and then deploys up to 40% more volunteers in the first 24 hours.

Setup checklist

- Disaster Coordinator appointed (minimum 2-year term recommended)
- DRC Committee constituted (3 members: logistics, communications, finance)
- Role sheets distributed to the 5 people in the structure
- Skills-missions matrix filled out for each club member
- Succession chain defined, signed by the President, distributed to the 5 levels
- Delegated spending cap voted by the club's board
- Rotaract President informed and DRC liaison appointed
- Structure presented to the entire club at a dedicated meeting
- Contact established with the District DRO

The structure is in place. It is useless without the content you put in it: inventoried skills, formalized contacts, planned communications, constituted funds. That is the subject of the six chapters that follow.

PART II
PREPARE

Chapter 6

Personal preparation of the Rotarian

The non-negotiable principle

"I secure my family first, then I serve."

A Rotarian who rushes to the club while their family is without news, without water, without shelter, becomes a distracted volunteer and a burden on others. Personal preparation is the precondition for any collective response capability.

Personal emergency kit, 72 hours

Every Rotarian prepares a kit for their family, stored in an accessible location (not at the back of the attic behind the Christmas boxes). The kit must be grab-and-go in under 5 minutes in case of evacuation.

Water and food

Item	Quantity	Notes
Drinking water	3 liters person day × 3 days	Sphere standard: 3 L minimum. North America: 3.8 L (1 gallon). Store in opaque containers.
Non-perishable food	3 days per person	Canned goods, energy bars, dried fruit, crackers. No cooking required.
Manual can opener	1	Useless without one.
Water purification tablets	50 tablets	In addition to stored water. Allows treatment of questionable water.

Lighting and power

Item	Quantity	Notes
LED flashlight	1 per person	LED = longer battery life. Headlamp to keep hands free.
Spare batteries	2 complete sets	Check compatibility with the flashlight.
Battery or hand-crank radio	1	Only way to receive official instructions if the network goes down. AM/FM minimum.
Power bank	20,000 mAh minimum	Allows 4-5 smartphone charges.
Portable solar charger	1	Backup if the outage lasts more than 72h.
Charging cables	2 (types matching your devices)	USB-C, Lightning, Micro-USB as needed.
Candles + matches/lighter	5 candles + 2 lighters	Last resort. Beware of fire risks.

Health and hygiene

Item	Quantity	Notes
First aid kit	1 full kit	Bandages, compresses, antiseptic, scissors, tweezers, elastic bandage, gloves.
Prescription medications	7-day reserve	Update every 3 months. Keep the prescription in the kit.
Common medications	1 box of each	Paracetamol, anti-diarrheal, antihistamine, oral rehydration solution.
Hygiene items	1 kit	Soap, toothpaste, toothbrush, toilet paper, sanitary towels, wipes.
Hand sanitizer	250 ml	When drinking water is scarce, do not waste it on hand washing.
FFP2 masks	10	Post-earthquake dust, fire smoke, pandemic.
Safety goggles	1 pair	Dust, debris.

Documents and cash

Item	Format	Notes
Copies of ID documents	Laminated paper + USB key	Passport, ID card, driver's license.
Copies of insurance policies	Paper + USB key	Home, vehicle, health.
Summary medical record	1 sheet per person	Blood type, allergies, ongoing treatments, family doctor.
Emergency contacts	Laminated sheet	Family, doctor, insurer, Rotary club, local emergency numbers.
Cash	Small denominations	Equivalent of 200-500 USD/EUR. Payment terminals do not work without power.
USB key	1 (preferably encrypted)	Digital copies of all documents, photos of property for insurance.

General equipment

Item	Quantity	Notes
Spare clothing	1 full outfit per person	Seasonally appropriate. Include underwear and socks.
Sturdy closed shoes	1 pair per person	No sandals. Debris, broken glass, mud.
Survival blanket	1 per person	Lightweight, compact, insulates from cold and heat.
Sleeping bag or blanket	1 per person	If space permits.
Whistle	1 per person	To signal your presence under rubble. More effective than voice, uses less energy.
Multi-tool knife	1	Victorinox type: blade, screwdriver, can opener, scissors.
Sturdy rope	10 meters	550 paracord: versatile, strong.
Reinforced duct tape	1 roll	Temporary repairs, marking.
Sturdy trash bags	10	Waterproofing, waste collection, protection of belongings.
Paper local map	1	GPS does not work without battery.

Family specifics

Situation	Additional items
Infant	Formula (7 days), bottles, diapers (50), wipes, warm clothing, comfort blanket
Young child	Toy/book, extra change of clothes, favorite snack
Elderly person	Extra medications, spare glasses, walking aid, cushion
Person with disability	Specific equipment (wheelchair batteries, catheters, etc.), documentation of specific needs
Pet	3 days of food, water, leash/carrier, vaccination record, medications
Diabetic person	Insulin (in cooler), glucose meter, fast sugar, glucagon kit

Kit maintenance schedule

Action	Frequency
Check expiration dates on water and food	Every 6 months
Replace medications	Every 3 months (prescription) 12 months (common)
Check batteries	Every 6 months
Update documents	Annually or at each change

Action	Frequency
Full kit review	Annually (suggestion: July 1st, start of the Rotary year)
Adapt to seasons	Twice a year (clothing, blankets)

Tip: Set a reminder in your calendar on January 1st and July 1st for the kit review. Make it a club event: "Kit Check Day", each member brings their kit, you check together, renew what needs to be renewed.

Family emergency plan

The kit is useless if your family does not know what to do when it happens. Every Rotarian's family must have a plan that has been discussed, is known to all, and has been practiced.

The 5 elements of the family plan

1. Meeting points

Type	Location	Example
Primary point (nearby)	Less than 500 m from home	In front of the school, corner of X street, Y park
Secondary point (distant)	2-5 km away, in a safe zone	Town hall square, supermarket Z parking lot

Every family member must be able to reach both points from memory, via two different routes.

2. Out-of-area contact

Identify a trusted person outside your region (ideally more than 200 km away). In case of a local disaster, long-distance calls often get through better than local calls. Every family member calls this person to give and receive news.

Out-of-area contact: _____
 Phone: _____
 Relationship: _____

3. Evacuation routes

- Main route from home to the secondary meeting point
- Alternative route (if the first is blocked)
- Route from the workplace
- Route from the children's school
- Rendezvous point if evacuation is ordered by the authorities

4. Documented specific needs

Write a sheet for each person with specific needs in the family:

Name: _____
 Specific need: _____
 Required medications: _____
 Essential equipment: _____
 Mobility: _____
 Medical contact person: _____
 Phone: _____

5. Distributed emergency numbers

Every family member (including children old enough to use a phone) carries a laminated card with:

FAMILY EMERGENCY NUMBERS [SURNAME]
 National emergency: _____
 Fire department: _____
 Ambulance / EMS: _____
 Police: _____
 Dad/Mom: _____
 Out-of-area contact: _____
 Rotary Club of [city]: _____
 Family doctor: _____

Practice the plan

A plan that is not practiced is a plan that will fail. Organize a family drill at least once a year:

1. Announce an "evacuation drill" on a Saturday morning
2. Time it: how long to grab the kit and leave home?
3. Meet at the primary meeting point
4. Each family member calls the out-of-area contact
5. Family debriefing: what worked? What did we forget?

Target: Leave home with the kit in under 5 minutes. Full family at the meeting point in under 15 minutes.

Useful specialized trainings

You are accomplished professionals. But unless you are an emergency physician or a firefighter, you probably do not have the specific reflexes for field crisis management. Three short trainings change the game.

First aid (PSC1 / BLS)

Element	Detail
Content	Life-saving gestures: cardiac arrest (CPR + defibrillator), bleeding, choking, fainting, burns, trauma
Duration	7-10 hours (1-2 days)
Providers	Red Cross, Civil Protection, fire departments, certified providers
Cost	50-80 EUR (often fundable by the club as a service action)
Refresher	Every 2 years recommended
Disaster value	You can save a life in the minutes before rescue arrives. In a major disaster, rescue takes hours, or even days.

Club target: At least 50% of members trained in first aid. Organize a group session, providers come out for groups of 10+.

Psychological First Aid (PFA)

Element	Detail
Content	A three-step approach: Look (observe without judging), Listen (empathetic presence, no advice), Link (direct to appropriate resources). What PFA is not: psychotherapy, psychological debriefing, or "everything is going to be fine".
Duration	4-8 hours (basic training)
Providers	Red Cross, WHO (free online module), universities
Cost	Free to 100 EUR
Refresher	Annual recommended
Disaster value	Psychological trauma affects a large majority of victims (post-disaster studies: 30 to 40% develop acute stress, some develop PTSD). Most do not need a psychologist, but a trained human presence. You are leaders used to human contact; this training is your natural extension.

CERT, Community Emergency Response Team

Element	Detail
Content	Structured training program in community emergency response: fire suppression, light search and rescue, medical triage (START), team organization, stress management.
Duration	20-24 hours (spread over 7-8 sessions)
Providers	FEMA (USA), local adaptations in many countries

Element	Detail
Cost	Generally free (public funding)
Refresher	Annual (skill maintenance drills)
Disaster value	Trains citizens able to act in a structured way in the first hours, when professional responders are overwhelmed. Particularly suited to Rotarians: CERT teaches teamwork under a command system, exactly what a mobilized club does.

Grant Management Seminar (GMS)

Element	Detail
Content	Mandatory training for any TRF grant application. 10 modules: types of grants, budgeting, governance, stewardship, reporting.
Duration	~8 hours (online, self-paced)
Access	my.rotary.org, Learning Center
Cost	Free
Validity	Must be renewed each Rotary year (July 1st)
Disaster value	Without a valid GMS, your club cannot apply for a Disaster Response Grant. That is potentially 25,000 USD you cannot secure for your community. The Disaster Coordinator and the Treasurer must be GMS-certified.

Recommended training by DRC structure member

Role	Priority trainings
President	GMS, PFA
Disaster Coordinator	First aid, PFA, CERT, GMS
DRC, Logistics	First aid, CERT
DRC, Communications	PFA, crisis media (if available)
DRC, Finance	GMS
Any volunteer member	First aid (minimum), PFA (recommended)

Personal preparation checklist

Distribute this checklist to every club member. Make it an annual agenda item in September (pre-winter period in the northern hemisphere; the Rotary year itself starts on July 1st).

- 72h kit prepared and stored in an accessible location
- Kit checked and up to date (last check: ___/___/___)
- Family emergency plan written and discussed with all family members
- Two meeting points defined and known to all
- Out-of-area contact identified and informed of their role
- Evacuation routes identified (minimum 2 routes)
- Emergency number card carried by every family member
- Family drill conducted in the last 12 months
- First aid training up to date (date: ___/___/___)
- Other trainings completed: _____

Reminder: This preparation is not a theoretical exercise. When the earthquake strikes at 3 a.m., when the flood rises in 45 minutes, when the storm rips off the roof, it is this kit, this plan, these reflexes that make the difference between a Rotarian who can serve and a Rotarian who needs help.

PART II
PREPARE

Chapter 7

Inventory the club's capital

Three capitals, one inventory

A Rotary club of 30 members is not 30 volunteers. It is 30 professionals, each with a network of contacts, specialized skills, material resources, personal and professional. One member's transport company means three available trucks. Another's medical practice means a source of medical supplies. A third's restaurant means a community kitchen already equipped.

A club's power in a disaster is not measured by the number of members, but by the quality of the inventory it has made of what those members can mobilize.

This inventory covers three capitals:

- Human capital: skills, languages, availability
- Material capital: equipment, vehicles, premises, stocks
- Relational capital: affiliations, professional networks, institutional contacts

The Disaster Coordinator is responsible for building and updating this inventory. Frequency: annual at minimum, at the start of the Rotary year (July-September).

Human capital: your members' skills

Skills inventory table

Each member fills out a sheet. The Coordinator compiles everything in a shared spreadsheet + a laminated paper copy.

Field	Example
Full name	Dr. Marie DUPONT
Main profession	General practitioner
Primary disaster skill	Triage, emergency care, health assessment
Secondary disaster skill	First aid training, PFA
Specific trainings	PSC1 (2024), Red Cross PFA (2025), GMS (2025)
Languages spoken	French (native), English (fluent), Arabic (conversational)
Estimated availability in crisis	D+0 to D+3: 100% D+4 to D+14: 50% (practice to keep running)
Limitations	Reduced mobility (knee), no rough terrain

Summary table template (excerpt)

Member	Profession	Disaster skill	Languages	Availability D+0
Martin, J.	Construction business owner	Logistics, debris removal, building assessment	FR, EN	Immediate
Dupont, M.	Doctor	Triage, care	FR, EN, AR	Immediate
Leroy, P.	Lawyer	Insurance, disaster survivors' rights	FR, EN	H+6
Chen, L.	Restaurateur	Community kitchen, food hygiene	FR, ZH, EN	Immediate
Konaté, A.	Telecom engineer	Communications, IT systems	FR, WO, EN	H+4
Moreau, S.	Chartered accountant	Accounting, TRF stewardship	FR	H+12
Petit, F.	Farmer	Heavy vehicles, land, storage	FR	Immediate
Da Silva, R.	Pharmacist	Medication management, health advice	FR, PT, EN	H+2
Berger, C.	Journalist	Crisis communication, media	FR, EN, ES	Immediate
Nakamura, H.	Architect	Damage assessment, reconstruction plans	FR, JA, EN	H+6

Members' professional networks

This is where Rotary distinguishes itself from any other volunteer organization. Your members do not come alone, they come with their networks.

Member	Mobilizable professional network	Potential resource
Martin, J. (Construction)	Material suppliers, subcontractors, heavy-equipment operators	Tarps, wood, skilled labor, machinery
Chen, L. (Restaurant)	Food suppliers, wholesalers, HACCP network	Bulk food, kitchen equipment
Petit, F. (Agriculture)	Farming cooperative, haulers, cold storage	Trucks, refrigerated warehouses, food
Da Silva, R. (Pharmacy)	Pharmaceutical wholesalers, pharmacy network	Emergency medicines, medical supplies
Leroy, P. (Lawyer)	Bar network, notaries, insurers	Pro bono legal aid, insurance expertise

Concrete action: During the annual inventory, ask each member: "If the disaster strikes tomorrow, what professional contacts could you call within the hour to obtain resources?" Note the names, the numbers, the accessible resources. These second-circle contacts multiply the club's capacity by 5 or 10.

Material capital: what your members own

The material inventory covers what members can make available, personally and through their businesses. The distinction matters: a member can offer their personal car immediately; the company's truck may require a partner's approval.

Sample inventory

Vehicles

Owner	Vehicle type	Capacity	Personal/Business	Availability
Martin, J.	Truck 3.5 T	3 tons	Business	Partner approval required
Martin, J.	Utility van	1.2 T	Business	Immediate
Petit, F.	Tractor + trailer	5 tons	Personal	Immediate
Petit, F.	4x4 pickup	5 passengers + 500 kg	Personal	Immediate
Konaté, A.	Sedan	4 passengers	Personal	Immediate

Generators and energy

Owner	Equipment	Power	Fuel	Availability
Martin, J.	Portable generator	5 kW	Gasoline	Business, approval required
Petit, F.	Farm generator	12 kW	Diesel	Immediate
Rotary Club	Solar power bank	100 W	Solar	At the club premises

Premises and spaces

Owner	Type of premises	Area	Hosting capacity	Equipment
Chen, L.	Restaurant	120 m ²	80 people	Equipped kitchen, water, electricity, parking
Martin, J.	Construction warehouse	300 m ²	Storage only	Truck-accessible, secured
Rotary Club	Meeting room	60 m ²	40 people	WiFi, restrooms, projector
Moreau, S.	Garage/workshop	80 m ²	Storage	Electricity, car access
Berger, C.	Office	40 m ²	10 people	High-speed WiFi, printer

Specialized equipment

Category	Equipment	Owner	Quantity
Construction	Chainsaw	Petit, F.	2
Construction	Drill, screwdriver, circular saw	Martin, J.	Full set
Water	Submersible water pump	Petit, F.	1
Water	Field water filter	Rotary Club	1 (DRC kit)
Communications	PMR446 walkie-talkies	Rotary Club	4
Communications	Iridium satellite phone	Konaté, A.	1 (professional)
Communications	Satellite internet terminal (Starlink Mini)	Konaté, A.	1 (to mobilize)
Medical	Defibrillator (AED)	Dr. Dupont	1 (practice)
Medical	Full first aid kits	Rotary Club	3
Kitchen	Industrial gas burners	Chen, L.	4 (restaurant)
Kitchen	50 L pots	Chen, L.	3 (restaurant)
Shelter	4-person tents	Petit, F.	2
Shelter	6×4 m tarps	Martin, J.	10 (business)
Lighting	LED floor lights	Martin, J.	2 (construction)

Inventory format

Mandatory dual format: - Digital: Spreadsheet (Excel/Google Sheets) shared with the Coordinator, the President, and the 3 DRC committee members. Password-protected (contains personal information). - Paper: Printed, laminated version, stored at the Coordinator's home AND at the club premises. This version does not contain personal addresses, only names, skills, phones, and resources.

Relational capital: cross-affiliations

Rotarians do not live in a Rotary bubble. Many are active in other organizations, hold mandates, or belong to complementary networks. These cross-affiliations are a considerable asset, provided you know about them.

Cross-affiliations table

Member	External affiliation	Role/Rank	Resource in disaster
Martin, J.	Volunteer firefighters	Sergeant	Access to fire networks, rescue training, equipment
Leroy, P.	City Council	Deputy Mayor	Direct access to town hall, emergency decisions
Dupont, M.	Red Cross	Trained volunteer	Direct Red Cross liaison, PFA training
Petit, F.	Military reserve	Reservist	Field training, military logistics network
Nakamura, H.	Lions Club	Active member	Inter-service-club coordination, pooling

Member	External affiliation	Role/Rank	Resource in disaster
Berger, C.	Journalists' association	Board member	Media network, fast information dissemination
Konaté, A.	Religious community (mosque)	Solidarity coordinator	Community mutual-aid network, hosting spaces
Moreau, S.	Chamber of Commerce	Treasurer	Local business network, economic emergency fund

Why it is critical: Martin, who is a volunteer firefighter, can tell you in 10 minutes whether the zone is safe for your volunteers, information you would wait hours for through official channels. Leroy, who is deputy mayor, can unlock the opening of the gymnasium to shelter disaster survivors with a single phone call. These bridges are your competitive edge.

Dual Rotary-NGO membership: formalizing the liaison role

When a member is also active in another organization (Red Cross, Lions, Civil Protection), formally designate them as a liaison agent between the club and that organization. This means:

1. They are the club's first contact to that organization in a crisis
2. They represent the club at coordination meetings with that organization
3. They maintain up-to-date contacts between the two organizations
4. They flag exercises or trainings the club should take part in

The call-down list system

The call-down list is the mechanism that allows every member to be reached in under 30 minutes, even if the networks are saturated. The principle: each person calls 2-3 people, who each call 2-3 people, and so on.

Architecture of the call tree

```
DISASTER COORDINATOR
+-- Branch A Lead
|   +-- A-1 → calls 5 members
|   +-- A-2 → calls 5 members
+-- Branch B Lead
|   +-- B-1 → calls 5 members
|   +-- B-2 → calls 5 members
+-- Branch C Lead (if >30 members)
    +-- C-1 → calls 5 members
    +-- C-2 → calls 5 members
```

Result: The Coordinator makes 2-3 calls. In 30 minutes, 30+ members are reached.

Operating rules

Rule	Detail
No answer	3 attempts 5 minutes apart, then move to the designated backup
Confirmation	The last member in each branch sends an SMS to the Coordinator: "Branch X complete, [number] reached out of [total]"
Hours	No calls between 10 p.m. and 6 a.m. except for vital emergencies
Message	Relay exactly as received, do not interpret, do not add, do not comment
Backups	Each position in the tree has a designated backup

Standardized call script

"Hello, this is [NAME], Rotary Club of [CITY].
Disaster alert message.

SITUATION: [summary in 1-2 sentences].

REQUESTED ACTION: [what the member must do].

Do you confirm receipt?

Please call now [NAME 1] at [NUMBER]
and [NAME 2] at [NUMBER]."

Mandatory quarterly test (cadence harmonized with ch00)

The call-down list only works if it is tested. Organize a real test four times a year:

Month	Type of test	Method
September	Full test	Real activation of the tree. The Coordinator triggers, times, and notes failures.
December	Partial test	Activation of a single branch, by SMS.
March	Partial test	Activation of another branch, by phone call.
June	Partial test	Activation of the last branch, by WhatsApp.

Performance indicators:

Indicator	Target
Time to reach 80% of members	< 30 minutes
First-call response rate	> 60%
Response rate after 3 attempts + backup	> 90%
Obsolete numbers detected	0 (if not, update immediately)

Call-down list format

The call-down list exists in two versions:

Full version (digital):

- Spreadsheet with: name, role in the tree, primary phone, secondary phone, email, skills, address
- Stored on secure cloud + local copy on USB key

Field version (paper):

- Folding-card format (fits in a wallet)
- Contains only: name, position in the tree, primary phone, secondary phone
- Laminated
- Distributed to every member of the club
- Kept at home AND at the office

Reminder: An obsolete number in a call-down list means an entire branch cut off. Quarterly updates are not optional.

External contacts directory

Beyond members, the club must have an external contacts directory, the people and organizations to reach in case of disaster. This directory is the Disaster Coordinator's responsibility.

Local emergency contacts

Organization	Contact name	Direct phone	Role	Last verified
Fire department			Brigade commander	
EMS Medical emergency			Medical director	
Police			Commissioner Commander	
Town Hall, Crisis cell			Operations director or security lead	
Prefecture, Civil protection			Emergency services head	
Main hospital			Emergency department director	
Water utility			On-call emergency	
Electricity utility			On-call emergency	
Gas utility			On-call emergency	

Humanitarian and association contacts

Organization	Contact name	Direct phone	Mobilizable resources	Last verified
Red Cross Red Crescent			Shelters, first aid, water	
Food aid association			Food aid, clothing	
Food Bank			Food supplies	
Salvation Army			Food, accommodation	
Other local NGO 1				
Other local NGO 2				

Rotary contacts

Role	Name	Direct phone	Email	Last verified
District Governor				
DRO (District Disaster Relief Officer)				
DRFC (District Rotary Foundation Committee Chair)				
DNA-RAG regional contact				
ShelterBox, local contact				
Closest twin club				

Economic contacts

Actor	Contact name	Direct phone	Mobilizable resources	Last verified
Supermarket Big box			Water, food, hygiene	
Transport company			Trucks, logistics	
Gas station			Fuel	
Pharmacy			Medications	
Hotel			Emergency accommodation	
Printer			Forms, posters	

Media contacts

Outlet	Journalist name	Direct phone	Type	Last verified
Local newspaper			Print	
Local radio			Radio	
Local TV			Television	
National press correspondent			Press	

Update frequency: Quarterly for emergency contacts. Annual for others. The "Last verified" column is there for a reason: a number not verified in 12 months is no longer reliable.

Digital AND paper: both are essential

This point deserves to be hammered home. In a disaster, one or the other will fail.

Why digital is not enough

Scenario	Consequence
Prolonged power outage	No WiFi, no cloud access, limited phone battery
Cell towers destroyed	No 4G/5G, no mobile data
Cloud server unreachable	Google Drive, Dropbox, unreachable without internet
Lost/destroyed phone	All local data lost

Why paper is not enough

Scenario	Consequence
Home destroyed or inaccessible	Paper documents lost
Flood	Paper documents destroyed
Need for fast sharing	Impossible to copy/send a paper document to 30 people
Updates	Paper is not updated in real time

The solution: systematic dual format

Document	Digital version	Paper version
Call-down list	Cloud + USB key + phone	Laminated card (each member)
Resource inventory	Shared spreadsheet (protected)	Laminated binder (Coordinator + club premises)
External contacts directory	Shared spreadsheet	Laminated sheet (Coordinator + President)
Full emergency plan	PDF on cloud + USB key	Binder at club premises + Coordinator's home
Operational forms	Template files on USB key	50 pre-printed copies at the premises

Physical documentary kit

The Disaster Coordinator maintains an emergency binder, a physical binder, stored in a safe location (club premises + copy at the Coordinator's home), containing:

1. Up-to-date call-down list (laminated)
2. Members' resource inventory (summary)
3. External contacts directory
4. Succession plan

5. 20 blank SITREP forms
6. 20 blank rapid assessment forms
7. 20 blank volunteer registration forms
8. 10 blank daily financial tracking sheets
9. 10 paper emergency message sheets
10. Printed local map
11. USB key with all digital files

This binder is checked and updated at the start of each quarter.

Annual inventory checklist

To be completed between July and September of each Rotary year:

- Skills sheet completed by each member (new and existing)
- Summary skills table updated
- Each member's professional networks documented
- Material inventory updated (vehicles, generators, premises, equipment)
- Cross-affiliations recorded
- Liaison agents formally appointed
- Call-down list updated and redistributed to all members
- External contacts directory verified (verification call)
- Digital version backed up (cloud + USB key)
- Paper version printed and filed (club premises + Coordinator's home)
- Inventory results presented to the club at a meeting

Your club's capital is not in the till. It is in the room, every week, around the table. This inventory turns a group of professionals who meet at Tuesday lunch into a structured and immediately mobilizable response force. The difference between a prepared club and one that is not is this document.

PART II
PREPARE

Chapter 8

Emergency communication

The problem no one anticipates

When disaster strikes, communication is the first casualty. Cell towers fall, networks saturate, landlines are cut, internet disappears. And yet, this is precisely the moment when communication becomes vital: knowing who is safe, what to do, where to go, who needs help.

A club that has not structured its communications before the crisis finds itself in the dark at the moment it should be acting. Members who do not receive instructions stay home. Field teams that do not relay information create duplication. Partners who are not informed cannot help.

This chapter lays out the complete communication architecture of a Rotary club in disaster mode. Everything described here is prepared in peacetime.

The three communication flows

A club's communication in a crisis flows in three directions. Each has its own recipients, its own rhythm and its own channels.

Upward flow: from the club to the district and RI

The club relays information upward in its Rotary hierarchy. This is the flow that triggers outside aid, Disaster Response Grant, mobilization of neighboring clubs, activation of RAGs.

Element	Detail
Recipients	District Governor, DRO, DRFC, DNA-RAG
Content	Field situation, identified needs, available resources, aid requests
Format	Structured SITREP (see chapter 24)
Frequency	Every 6 hours in acute phase (H+0 to H+72), then daily, then weekly (cadence harmonized with ch00)
Primary channel	Email + district WhatsApp group
Backup channel	Direct phone call to the DRO

Fundamental rule: The district cannot help what it does not know. A silent club is a forgotten club. Even if you do not have all the data, send a first message within 6 hours: "We are hit, here is what we know, here is what we do not yet know."

Downward flow: from the club to its members

The club transmits instructions to its members. This is the flow that mobilizes volunteers and organizes action.

Element	Detail
Recipients	All club members
Content	Initial alert, action instructions, meeting points, rotations
Format	Short and direct messages, call-down list
Frequency	Continuous in acute phase, then 2x/day
Primary channel	Phone call tree (call-down list) + WhatsApp
Backup channel	Group SMS, physical messenger

Fundamental rule: Downward information must be unambiguous. One message, one authorized source (the Disaster Coordinator or their backup). Members must not receive contradictory instructions from two different people.

Lateral flow: from the club to partners

The club communicates with local organizations, town hall, Red Cross, firefighters, NGOs, media. This is the flow that avoids duplication and builds coordination.

Element	Detail
Recipients	Local authorities, partner NGOs, media, donors
Content	Club capabilities, ongoing actions, coordination needs
Format	Depending on the interlocutor: verbal (coordination meeting), written (email/message), formal (press release)
Frequency	Daily with operational partners, weekly with media and donors
Primary channel	Coordination meeting + email
Backup channel	Direct phone call

Fundamental rule: Designate a single liaison agent for each major partner. The town hall has an identified Rotary contact. The Red Cross too. The firefighters too. No diffuse communication: one contact, one interlocutor.

The three levels of information

All the information circulating in a club in crisis falls into three levels. Mixing these levels drowns the field in strategic reports and deprives the leadership of operational data.

Level 1, Operational (field)

Characteristic	Detail
Who	Field teams, volunteers, assessors, team leaders
Frequency	Continuous, real time
Format	Short messages: NAME, LOCATION, SITUATION, NEEDS, ACTION
Channel	Field WhatsApp group, walkie-talkie
Example	"MARTIN, South School: 45 families, insufficient water, need 500L before 6 p.m."

Level 2, Tactical (coordination)

Characteristic	Detail
Who	Disaster Coordinator, team leaders, logistics/finance/communications leads
Frequency	2-3 times per day
Format	Mini-SITREP: summary of field reports, decisions made, instructions
Channel	Crisis cell WhatsApp, email
Example	"2 p.m. update: 3 active PODs, 280 families served, critical water stock, resupply ordered for 4 p.m., night team confirmed 6 people"

Level 3, Strategic (leadership and outside)

Characteristic	Detail
Who	Club President, district (DG, DRO), RI, donors, media
Frequency	Once a day or less
Format	Formal SITREP, press release, donor report
Channel	Email, website, social media
Example	Full SITREP with consolidated figures, financial needs, action plan for the next 48h

Golden rule: Information moves up raw, it moves back down synthesized. The field sends

facts as they are. Coordination filters, cross-checks, synthesizes. Leadership communicates the overall picture.

Emergency WhatsApp architecture

WhatsApp is the de facto emergency communication tool in most countries. It works on degraded networks (one data SMS is enough), it allows text, voice, photo, geolocation. But poorly structured, it becomes a hell of useless notifications.

The 5 groups to create BEFORE the disaster

Create these groups now. Not tomorrow. Not "when we have time". Now. An empty, ready-to-use WhatsApp group costs nothing. A group to be created during the crisis costs hours.

#	Group name	Naming convention	Members	Admins
1	Crisis cell	[CLUB]-CRISIS-[YEAR]	President, Coordinator, DRC committee (5-7 people max)	Coordinator + President
2	Field	[CLUB]-FIELD-[EVENT]	Deployed volunteers, team leaders	Team leader + Coordinator
3	Logistics	[CLUB]-LOGISTICS-[EVENT]	Warehouse, transport, procurement leads	Logistics lead
4	External communications	[CLUB]-COMEXT-[EVENT]	Comms lead, president, media liaison	Comms lead
5	All members	[CLUB]-INFO-DISASTER	All club members	Coordinator + President

Concrete examples:

- ROTARY-LYON-SOUTH-CRISIS-2026
- ROTARY-LYON-SOUTH-FIELD-FLOOD-DEC2026
- ROTARY-LYON-SOUTH-INFO-DISASTER

Administration rules to pin in each group

Upon creating the group, pin the following message (adapt the name):

```

RULES - [GROUP NAME]

1. RESERVED FOR OPERATIONAL COMMUNICATIONS
2. FORMAT: NAME - LOCATION: message
   Ex: "DUPONT - North sector: distribution complete, 120 families served"
3. FORBIDDEN:
   - Unverified rumors

```

- Personal / off-topic messages
 - Photos of identifiable victims
 - Unauthorized message forwarding
4. VITAL EMERGENCY: CALL directly (no text message)
 5. ADMINS: [Name 1], [Name 2]

Group 5: information channel, not discussion

The "All members" group is critical and poorly handled by most clubs. It is not a discussion forum. It is a broadcast channel. Configure it as "admins only can post". Members receive the club's official information without the noise of 30 people commenting, questioning, sharing rumors.

If members want to ask questions or offer help, they contact the Coordinator directly by private message.

Backup channels: when mobile goes down

A communication plan that rests solely on the mobile network is a plan that will fail in the most serious disasters, precisely the ones where communication is most vital.

Degradation hierarchy

Level of degradation	What still works	Action
Network saturated (calls blocked, data slow)	SMS (prioritized on the network), WhatsApp text (low bandwidth)	Switch to SMS only. No photos, no videos, no calls.
Mobile data cut (no internet)	SMS, voice calls (if towers up)	Activate the phone call-down list. Group SMS for short instructions.
Mobile network totally down	Radio (PMR446, amateur), satellite phone	Switch to walkie-talkies for local coordination. Satellite phone for link to the district.
No communication infrastructure	Physical messengers, paper notes	Deploy messengers between teams. Use standardized paper message forms.

SMS: the most resilient channel

SMS uses the mobile network's signaling channel, not the data channel. When 10,000 people try to call simultaneously and saturate the network, SMS often still get through, with delay, but they get through.

Preparation:

- Create an SMS broadcast list on your phone with all club members
- Draft 3 pre-formatted SMS messages and save them as drafts:

```
ALERT 1 - Activation:
"ROTARY [CITY] ALERT. [TYPE] disaster.
Meet at [LOCATION] at [TIME]. Confirm by SMS 'OK'.
If unreachable, contact [NAME] at [NUMBER]."
```

```
ALERT 2 - Cancellation:
"ROTARY [CITY]: NO club activation.
Stay home. Protect your family.
Wait for instructions."
```

```
ALERT 3 - Situation update:
"ROTARY [CITY] - Update [TIME]:
[SITUATION in 20 words max].
Next instructions at [TIME]."
```

WhatsApp in degraded mode

Even when the network is slow, WhatsApp text often gets through. A few rules:

- Disable automatic media download (settings > storage and data)
- Send only text, no photos, no voice notes, no videos
- Short messages: 3 lines maximum
- WhatsApp works on WiFi: if a hotspot is available (generator + router), it works without mobile network

Radio: PMR446 and amateur radio

PMR446 walkie-talkies (license-free in Europe) have a range of 1 to 5 km in open terrain. They are the local coordination means when everything else is down.

Equipment	Range	License	Cost	Use
PMR446 walkie-talkie	1-5 km	None	30-80 EUR per pair	Local field coordination
Amateur VHF/UHF radio	10-50 km (via repeaters)	License required	100-300 EUR	Local to regional communication
Amateur HF radio	National to global	License required	300-1000 EUR	When everything is down
Satellite phone (Iridium, Thuraya)	Global	None	500-1500 EUR + subscription	District/RI link from isolated zone

Concrete action: The club must own at least 4 charged PMR446 walkie-talkies, stored at the club premises with spare batteries. If a member is a licensed ham radio operator, designate them as backup communications lead and formalize their role.

Tip: Local ham radio operators are often organized in an emergency network (ADRASEC in France, ARES in the US). Contact with this network is a major asset, a single ham radio operator can restore the link between your club and the outside world when everything else is dead.

Satellite internet: Starlink

A satellite phone (Iridium, Thuraya) restores voice and slow SMS. It does not restore internet. Yet since 2022, internet is often exactly what is needed: to coordinate by messaging, share a damage map, send photos to a donor, receive a transfer, run a video call with the district. That is the role of low-earth-orbit satellite internet, of which Starlink is today the dominant player.

Across recent disaster zones, Starlink has become a major reconnection tool. After the eruption that severed Tonga's only undersea cable in January 2022, SpaceX donated fifty terminals to the government, alongside the satellite assets mobilized by other operators. In Mayotte, after Cyclone Chido in December 2024, the French state deployed two hundred Starlink antennas, supplied free for three months, to reopen Wi-Fi access points (calls, SMS, internet) in town halls and stricken communes. In the United States, after Hurricane Helene (September 2024), thousands of terminals were shipped to affected counties and installed in public buildings, city halls and fire stations; the service even activated an emergency alert and SMS mode directly to phones (Direct to Cell), under exceptional regulatory authorization, while nearly three-quarters of cell towers were down. More and more authorities now build this kind of connectivity into their emergency communication plans.

A portable terminal, the Starlink Mini, fits in a backpack (about 1.2 kg, the size of a large book). It is the relevant model for a club: slip it into a vehicle, deploy it in a few minutes on a patch of open sky.

Criterion	Starlink Mini	Satellite phone (Iridium)
Service restored	Broadband internet (50-200 Mbps)	Voice + slow SMS only
Terminal cost	~300-500 EUR	500-1500 EUR
Subscription	From ~50 EUR/month, pausable month by month	Subscription + billed minutes
Power	15-40 watts (USB-C, battery, solar, generator)	Internal battery
Range	Global (where the service is authorized)	Global
Time to service	A few minutes	Immediate

Concrete action: If the club budget allows, a Starlink Mini terminal with a portable battery (a 300 Wh station gives 8 to 9 hours of runtime) and a small solar panel forms the club's digital command post in a disaster zone. The "roaming" subscription can be suspended outside emergency periods: you only pay when you need it. Failing a purchase, identify in advance who, in your network (a business, the town hall, a neighbouring club), already owns a terminal that can be mobilized.

Caution — do not depend on a single provider. Starlink is a private commercial service. It

requires continuous electricity, is not authorized in every country, and its operator can unilaterally decide to restrict or cut the service — as documented in the context of the Ukrainian conflict. The free service offered to Hurricane Helene victims also automatically switched to a paid subscription after thirty days, which observers judged misleading. Starlink is a tremendous accelerator, not a safety net: it comes on top of radio and satellite phones, never instead of them. An alternative exists for humanitarian organizations, the BGAN (Inmarsat) terminal, the size of a laptop, far slower (up to ~500 kbps) and far more expensive per unit of data, but with rates dedicated to relief work and a reputation for robustness.

Physical messengers: the last resort

When nothing electronic works, there are still legs. The physical messenger system uses standardized paper forms:

EMERGENCY MESSAGE FORM, Rotary Club of [CITY]

Field	To fill in
Message #	
Date	
Send time	h
From	
To	
Via messenger	
Priority	<input type="checkbox"/> URGENT <input type="checkbox"/> NORMAL
Message	
Reply requested	<input type="checkbox"/> YES <input type="checkbox"/> NO
Receipt time	h
Received by	
Signature	

Print 50 copies of this form and store them in the club's communication kit.

Social media: prepare in peacetime

Social media is a strategic channel, not an operational one. It serves to inform the general public, donors, media, and the extended Rotary community. It does not serve to coordinate the field.

Accounts to pre-configure

Platform	Disaster use	Required setup
Facebook (club page)	Public announcements, donation appeals, action photos	2 admins minimum, up-to-date contact info, standby cover ready
Instagram	Field photos (with consent), visibility	2 admins, Rotary visuals bank ready
X Twitter	Short real-time messages, relay of official information	2 admins, pre-defined hashtags
LinkedIn	Calls for professional skills and donations	Club page with identified admins

The 2-administrator minimum rule

Each club social media account must have at least 2 administrators with full credentials (email and password). Reasons:

- If one admin is hit by the disaster, the other can post
- If one admin is unreachable, the other can act
- In case of hacking, the second admin can recover the account

Store credentials in a secure shared document (club password manager) AND on paper at the Coordinator's.

Pre-drafted messages

Prepare three ready-to-post templates:

Template 1, Initial alert:

Our community has been hit by [TYPE OF DISASTER]. The Rotary Club of [CITY] is activating its emergency response. Our members are safe and are mobilizing to help affected people. More information to follow. #RotaryResponds #[City]

Template 2, Call to action:

The Rotary Club of [CITY] is distributing [WHAT] at [WHERE]. We need [SPECIFIC NEED]. To help: [LINK OR CONTACT]. Every contribution counts. #RotaryResponds

Template 3, Update report:

Day ___ of our response to [DISASTER]. Tally: [KEY FIGURES, families helped, meals served, kits distributed]. Thanks to our partners [NAMES] and all donors. The response continues. #RotaryResponds

What NEVER to publish

Forbidden	Reason
Photos of identifiable victims without consent	Human dignity, legal liability
Unverified figures	Club credibility, potential panic
Criticism of authorities or other organizations	Coordination compromised, reputation
Direct cash donation appeals on social networks	Fraud risk, no traceability
Precise location of stocks or points of distribution not yet open	Looting risk, security

Information verification protocol

In a disaster, rumors spread faster than water. A Rotarian who relays false information causes more damage than a Rotarian who says nothing. Establish the 3-sources rule.

Verification matrix

Concurring sources	Action
3 independent concurring sources	Relay with confidence
2 concurring sources, 1 missing	Relay with "to be confirmed" note
Only 1 source, or contradictory sources	DO NOT relay. Verify on the ground.
No verifiable source	BLOCK. Flag as potential rumor.

The 3 types of sources

Type	Examples	Reliability
Primary (field)	On-site Rotary volunteer, member who saw with their own eyes	High
Official	Civil Protection, prefecture, town hall, firefighters	High
Cross-checked	Other NGO, reliable media, independent witness	Medium to high

In practice: When a member sends a message "I heard the bridge is cut", the Coordinator's response is: "Source? Did you see the bridge? Who told you?" As long as the information is not verified, it does not circulate in the club's channels.

SITREP distribution schedule

The SITREP (Situation Report) is the formal document that structures upward and strategic communication. Its distribution schedule follows the phases of the response.

Phase	Period	SITREP frequency	Recipients
Alert first response	H+0 to H+72	Every 6 hours	DRC committee, district (DRO, DG)
Active response	Day 4 to 14	1x/day (6 p.m.)	Committee, district, donors
Stabilization	Day 15 to 30	Every 3 days	District, donors, members
Reconstruction	Day 31+	1x/week (Friday)	All
Closure	End of mission	Single final SITREP	All + archiving

Emergency communication kit

Prepare a physical case, stored at the club premises, containing everything needed to communicate in degraded mode. Check it quarterly.

Item	Quantity	Notes
PMR446 walkie-talkies	4 minimum	Charged, with spare batteries
Power bank	2 × 20,000 mAh	Charged
Portable solar charger	1	Tested and functional
Paper emergency message forms	50 copies	Pre-printed
Permanent markers	4	
Waterproof notepad	1	
Laminated call-down list	2 copies	Up to date
Laminated external contacts directory	2 copies	Up to date
Printed local map	1	Independent of GPS
USB key	1	Contains: SITREP templates, Rotary logos, contacts, club plan
Whistle	2	To signal position

Annual preparation checklist, Communication

To be completed at the start of the Rotary year (July-September):

- All call-down list numbers and emails verified and up to date
- Phone tree tested with a real drill (timed)
- 5 emergency WhatsApp groups created / verified (up-to-date members, pinned rules)
- "All members" group configured in admins-only mode
- Walkie-talkies recharged and tested
- Power bank and solar charger recharged
- Paper message forms restocked
- SMS alert templates drafted and saved as drafts
- Social media accounts verified (2 admins, up-to-date credentials)
- Pre-drafted social media messages updated
- SITREP templates updated on USB key and cloud
- Email distribution lists tested (test send)
- 30-minute training for new members on the communication protocol
- Local ham radio contact verified (if applicable)

Emergency communication is not about technology. It is about discipline. The world's best satellite phone is useless if no one knows what to say, to whom, in what format. The most basic system, a messenger with a paper form, works perfectly if the protocol is clear, practiced, and respected. Invest in procedures before investing in equipment.

PART II
PREPARE

Chapter 9

Activate your networks before the disaster

The Rotary structural advantage

No other volunteer organization has what you have: a table around which the doctor, the contractor, the lawyer, the restaurateur, the engineer, the pharmacist, the farmer and the journalist sit together every week. These professionals did not get there by chance. They know the mayor, the hospital director, the fire brigade commander, the supermarket owner, the Red Cross lead. Often personally.

This network density is your competitive edge in a disaster. But an unformalized advantage is a lost advantage. A member who "knows the hospital director" is of no use if that relationship is not documented, activatable, and known to the Disaster Coordinator.

This chapter deals with formalizing networks, turning personal relationships into a collective response capability.

Mapping local actors: the 5 families

Before any disaster, the club must have mapped all the actors present on its territory. Not a phone book, an operational map: who does what, with what resources, and how to reach them.

Family 1, Rescue and emergency

These are the professional first responders. Rotary does not replace them, it complements them.

Actor	What they do in a disaster	Contact to establish	What Rotary can bring
Fire department	Emergency rescue, extrication, fire suppression	Brigade commander	Logistics, vehicles, trained volunteers
EMS Medical emergency	Emergency care, triage, medical transport	Medical director	Doctor, pharmacist members; patient transport
Civil protection	Official coordination, evacuation, shelter	Prefecture Town Hall (emergency services)	Volunteers, spaces, funding
Red Cross Red Crescent	Shelters, first aid, water, family-link restoration	Local delegate	Funding, complementary logistics, volunteers
Civil safety associations	Rescue, logistics, psychological support	Local president	Training exchange, joint exercises

Family 2, Humanitarian and social aid

These organizations arrive in the hours or days that follow to meet the basic needs of affected populations.

Actor	What they do	Contact to establish
Food aid charities	Food aid, clothing, accommodation	Local branch manager
Food Bank	Bulk food distribution	Regional director
Salvation Army	Food, accommodation, material aid	Local officer
Médecins Sans Frontières Médecins du Monde	Medical care (large disasters)	National office (rare activation)
Neighborhood community associations	Ground knowledge, trusted relay	President, solidarity lead
Migrant diaspora associations	Translation, cultural mediation, network	Community leader

Family 3, Religious communities

Often underestimated in response plans, religious communities are nonetheless among the first to mobilize. They have hosting spaces (parish halls, mosques, temples), established solidarity networks, and deep trust with vulnerable populations.

Actor	Typical resources	Contact
Catholic Protestant parishes	Parish halls, volunteer network, canteen, social network	Priest, pastor, deacon
Mosques	Prayer hall (large capacity), solidarity network, kitchen	Imam, association president
Buddhist Hindu temples	Quiet spaces for psychological support, community network	Head monk
Synagogues	Solidarity network, community space	Rabbi, community president

Concrete action: Invite a local religious leader to a club meeting once a year. Not to talk about religion, to establish the human contact. On disaster day, they will be an ally, not a stranger.

Family 4, Local authorities and public services

Local authorities are the coordinating authority. The Rotary club operates under their supervision in a crisis.

Actor	Role in a disaster	Contact to establish
Town Hall Commune	Official coordination, opening gymnasiums and halls, emergency housing, requisitioning	Operations director or deputy mayor for security
Departmental regional council	Financial resources, logistical support, roads	Civil protection department
Prefecture	Emergency plan, departmental coordination	Emergency services head
Water sanitation services	Network restoration, emergency shutoffs, potability	Technical on-call
Electricity services	Power restoration, safety shutoffs	Utility on-call
Gas services	Emergency shutoffs, leak securing	Utility on-call
Schools colleges high schools	Gymnasiums and canteens as emergency shelters	Head of institution + town hall

Family 5, Local economic actors

This is where the Rotary network makes the difference. Your members know these actors. Often, they are part of them.

Actor	Mobilizable resources	How to formalize the link
Big box stores supermarkets	Bottled water, food, hygiene products, tarps	Pre-negotiated emergency donation agreement
Transport companies	Trucks, vans, logistics	Documented verbal agreement or letter of intent
Hotels	Rooms for emergency accommodation (under town hall agreement)	Director contact, hosting capacity noted
Pharmacies	Essential medicines, medical equipment	Emergency supply agreement
Gas stations	Fuel for generators and vehicles	Priority agreement in case of shortage
Construction companies	Heavy equipment, materials, skilled labor	Availability agreement
Printers	Forms, posters, information flyers	Free emergency printing
Food companies	Bulk food	Donation agreement

Formalize ties: from personal relationship to collective capability

The problem with informal relationships

"I know the fire chief, we play golf together." Very well. But what if you are not available on disaster day? What if you are yourself affected? What if you have left the club? That

relationship dies with your departure.

Formalization turns a personal contact into a collective club asset.

How to formalize: 3 levels

Level	Method	Effort	Value
1. Documentation	Enter the contact in the club directory with name, role, phone, mobilizable resources	5 minutes	Contact survives member's departure
2. Introduction	Invite the contact to a club meeting. They put a face on "Rotary". The Coordinator takes over the relationship.	1 evening	Contact knows the club, not just one member
3. Agreement	Sign a memorandum of understanding (MOU) or letter of intent	A few hours	Formal commitment, activatable in crisis without negotiation

The simplified memorandum of understanding (MOU)

An MOU does not need to be a 20-page legal document. For a Rotary club, a one-page letter is enough:

MOU structure for a club:

1. Identification of the parties (Rotary Club of [CITY] and [ORGANIZATION])
2. Purpose: cooperation in case of natural or technological disaster
3. Club commitments: trained volunteers, complementary funding, logistics
4. Partner commitments: specific resources, participation in drills, information sharing
5. Duration: 1 year, tacitly renewable
6. Operational contacts: 1 name + phone on each side
7. Signatures: Club President + head of the organization

Priority partners for signing an MOU:

1. Local Red Cross / Red Crescent
2. Town Hall (civil safety department)
3. A key economic actor (supermarket or transport company)

Annual actions: the relational calendar

Relationships are built over time. An annual calendar of actions ensures that ties are maintained, not just created.

Month	Action	Responsible	Target partner
September	Invite the local Red Cross lead to a club meeting	Disaster Coordinator	Red Cross
October	Take part in the International Day for Disaster Risk Reduction (October 13, UN), co-organize an event with a partner	Coordinator + Comms	General public + partners
November	Meet the fire brigade commander (station visit or club invitation)	Coordinator	Fire department
January	Invite a town hall official (operations director or deputy mayor for security)	Club President	Local authorities
March	Take part in a municipal or departmental civil protection drill	Coordinator + 2-3 members	Civil protection
April	Renew or sign MOUs with key partners	President + Coordinator	All MOU partners
May	Inter-association local meeting: invite NGOs, associations, religious communities to share preparedness plans	Coordinator	All local actors
June	Annual review of partner relationships. Update of the external contacts directory.	Coordinator	Internal

Principle: One annual visit per key partner. This is not bureaucracy, it is relational investment. The day you call the fire brigade commander at 3 a.m. to ask whether the zone is safe for your volunteers, they will answer because they know you.

The 3W principle: Who does What Where

Before launching any action in a disaster, three questions must be asked and documented:

WHO does WHAT on WHICH ZONE?
(Who does What Where)

This principle, drawn from OCHA humanitarian coordination, avoids duplication (two organizations distributing water at the same spot while a whole neighborhood gets nothing) and gaps (no one taking care of isolated elderly).

3W matrix to fill out in the first 24 hours

Organization	WHAT (action)	WHERE (zone)	WHEN (period)	Contact
Red Cross	Shelter + first aid	Paul Bert gymnasium, Center	Continuous	[Name, phone]
Town Hall	Accommodation, drinking water	Community hall, North district	Continuous	[Name, phone]
Food aid charity	Food distribution	Supermarket parking lot, South zone	10 a.m.-4 p.m.	[Name, phone]
Rotary Club of [CITY]	Community kitchen + hygiene kit distribution	Jean-Moulin school, East district	7 a.m.-8 p.m.	[Name, phone]
Saint-Peter's parish	Reception of isolated elderly	Parish hall	8 a.m.-10 p.m.	[Name, phone]
GAP IDENTIFIED	Lilas district, no coverage	West zone	,	,

The last line is the most important. That is where Rotary delivers the most value: fill the gaps, do not duplicate what already exists.

Where to get 3W information

Source	When	How
Municipal coordination meeting	Daily in acute phase	The club sends a representative
Prefectoral crisis cell	Acute and stabilization phase	Via official channel (often emergency plan)
Direct contact with local NGOs	Permanent	Calls, WhatsApp, field visits
OCHA cluster meeting	Major international disasters	Via DNA-RAG or RI

Know your Rotary contacts: district and RAGs

Your club does not operate in a vacuum. The Rotary network itself is a network to activate, and it is considerably more powerful than most clubs imagine.

Essential district contacts

Role	What they can do for you	Contact
District Governor (DG)	Activate the district response, coordinate neighboring clubs, validate DRGs	Phone:
DRO (District Disaster Relief Officer)	Coordinate the operational response at district level, ensure club-RI liaison	Phone:
DRFC (District Rotary Foundation Committee Chair)	Facilitate grant requests (DRG, Global Grants), manage DDF funds	Phone:
District disaster committee chair	Coordinate inter-club resources, organize trainings	Phone:
Neighboring clubs, Disaster Coordinators	Human and material reinforcement, logistics relay	Phone:

RAGs relevant for disasters

Rotary Action Groups (RAGs) are global networks of expert Rotarians in a given field. In a disaster, they provide technical expertise, connections and mentorship.

RAG	Field	When to activate	Contact
DNA-RAG (Disaster Network of Assistance)	General disaster coordination, training, tools	Any disaster	dna-rag.com
WASH-RAG (Water, Sanitation & Hygiene)	Drinking water, sanitation, hygiene	Water/sanitation need	wash-rag.org
ShelterBox	Emergency shelters (tents, kits)	Emergency housing need	shelterbox.org
Disaster Aid	Survival kits, immediate response	Acute phase	disasteraid.org
RAGFP (Rotary Action Group for Peace)	Mediation, conflict zones	Disasters in conflict zones	rotaryactiongroupforpeace.org

Concrete action: The club's Disaster Coordinator must have the direct contact details of the DRO and the regional DNA-RAG contact in their phone. Not in a file somewhere, in their phone contacts, ready to be dialed.

Mapping exercise: 4-step method

For clubs starting from scratch, here is the method to map local actors in one quarter.

Step 1, Internal inventory (1 club meeting)

Ask each member: "Which organizations in your territory do you know personally, through your professional activity or your commitments?"

Compile the answers in a simple table:

Member	Known organization	Personal contact	Potential resources
--------	--------------------	------------------	---------------------

Step 2, Classification (Coordinator's work, 2 hours)

Classify each organization in one of the 5 families. Identify the families where you have gaps. Prioritize families 1 (emergency) and 4 (authorities) if they are incomplete.

Step 3, Making contact (2-3 months)

For each actor identified:

1. The member who knows the organization makes the first contact
2. They present the club's disaster preparedness project
3. They propose a meeting or a club invitation
4. The Coordinator attends the meeting to establish the institutional link

Step 4, Formalization (ongoing)

For each established contact:

1. Document in the external contacts directory (level 1)
2. Invite to the club (level 2)
3. Propose an MOU if relevant (level 3)

Pitfalls to avoid

Pitfall	Consequence	Solution
Relying on a single member for a key contact	Contact lost if the member is absent or leaves the club	Introduce the contact to the Coordinator AND the President, triangulation
Mapping without maintaining	Obsolete contacts within 12 months	Annual meetings calendar
Ignoring informal actors (religious communities, neighborhood associations)	Loss of community trust, gaps in coverage	Systematically include family 3
Trying to do everything yourself	Duplication, exhaustion, tensions with other organizations	Systematic 3W: fill gaps, do not duplicate
Arriving on disaster day without being known by partners	Rejection, mistrust, wasted time	At least one annual meeting with each key partner

Pitfall	Consequence	Solution
Promising capabilities the club cannot deliver	Disappointment, lasting loss of credibility	Only formalize what you can actually mobilize

Annual checklist, Networks and partnerships

To be completed between July and September of each Rotary year:

- Mapping of the 5 actor families updated
- External contacts directory verified (verification call per contact)
- At least 1 active MOU with a key partner (Red Cross or town hall)
- District DRO contact verified and saved in the Coordinator's phone
- Regional DNA-RAG contact identified
- Annual partner meetings calendar planned
- At least 1 partner invited to the club in the last 12 months
- Club participation in at least 1 civil protection drill in the last 12 months
- "Liaison agent" members designated for each key partner
- Mapping results presented to the club at a meeting

Your members already know the right people. Your job is not to create a network, it is to make visible and activatable a network that already exists around your table every week. Mapping and formalization are not administrative exercises. They are the gestures that turn 30 individual address books into a collective response capability.

PART II
PREPARE

Chapter 10

Train and practice

Training as investment, not chore

A club in which no member is trained in first aid is a club that will watch an injured person wait for the firefighters. A club whose treasurer does not master the GMS is a club that will leave 25,000 USD of Disaster Response Grant on the table. A club that has never tested its emergency plan is a club that will discover its flaws the day it is too late to fix them.

You are professionals. You know you do not fly a plane without a simulator, you do not plead without preparation, you do not launch a product without tests. Disaster response follows the same logic. Training is not a bonus, it is the foundation.

This chapter organizes training along two axes: individual skills (what each member must know) and collective drill (what the club must practice together).

Annual club training calendar

Integrate disaster training into the club's normal calendar. Not in addition, in place of a classic meeting. Four slots per year are enough to maintain a solid level of preparedness.

Month	Activity	Duration	Audience	Responsible
September	Start-of-year briefing: presentation of the club's emergency plan, update of member sheets, appointment of DRC roles	45 min (club meeting)	All members	Disaster Coordinator
November	First aid training, group session	7-10h (weekend)	All volunteers (target: 50% of the club)	Red Cross or certified provider
February	Tabletop exercise, disaster scenario	30-45 min (club meeting)	All members	Coordinator + President
May	Participation in a municipal civil protection drill OR PFA training	According to the drill	Coordinator + 3-5 members	Coordinator

Adaptation according to club size and resources

Club size	Minimum training per year	Recommended training
< 20 members	1 start-of-year briefing + 1 tabletop exercise	Add 1 group first aid training
20-40 members	Full calendar above	Add participation in municipal drill
> 40 members	Full calendar + sub-group training	Add GMS session for 5 members, PFA training

The four essential trainings

1. First aid (PSC1 / BLS)

Element	Detail
Content	Life-saving gestures: cardiac arrest (CPR + defibrillator), bleeding, choking, fainting, burns, trauma
Duration	7-10 hours (1-2 days)
Providers	Red Cross, Civil Protection, fire departments, certified providers
Cost	50-80 EUR per person. Negotiate a group rate for 10+ participants, most providers will travel.
Refresher	Every 2 years
Club target	50% of members trained minimum

Why it is critical: In a major disaster, emergency services are overwhelmed. The average intervention delay goes from 10 minutes to several hours, even days. A Rotarian trained in first aid can keep someone alive during that window. Without training, they are a helpless bystander.

Concrete action: Organize a group session in November. The club funds the training (internal service action). Invite members' spouses, they will be the first concerned at home. Reserve a Saturday, organize lunch, make it a club event.

2. Psychological First Aid (PFA)

Element	Detail
Content	A three-step approach: Look (observe without judging), Listen (empathetic presence), Link (direct to resources). What PFA is NOT: psychotherapy, psychological debriefing, empty phrases like "it will be fine".
Duration	4-8 hours (basic training)
Providers	Red Cross, WHO (free online module), universities, specialized associations
Cost	Free (WHO online module) to 100 EUR
Refresher	Annual recommended
Club target	Coordinator + communications lead + 3-5 volunteer members

Why it is critical: the vast majority of disaster victims undergo a psychological shock; post-disaster studies show that 30 to 40% develop acute stress, and some develop PTSD. Most do not need a psychologist, but a trained human presence that knows how to listen

without judging, direct without diagnosing. You are leaders used to human contact. PFA is your natural extension.

Free WHO module: Available in English on the OpenWHO platform. Duration: 4 hours, self-paced, certificate issued. URL: openwho.org (search for "Psychological First Aid").

3. CERT, Community Emergency Response Team

Element	Detail
Content	Structured program: fire suppression, light search and rescue, medical triage (START), team organization, stress management
Duration	20-24 hours (7-8 sessions)
Providers	FEMA (USA), local adaptations in many countries, municipalities
Cost	Generally free (public funding)
Refresher	Annual (maintenance drills)
Club target	Disaster Coordinator + 2-3 DRC members

Why it fits Rotary: CERT teaches exactly what a mobilized club does, teamwork under a structured command system, assess a situation, prioritize, act. The difference between a group of well-intentioned volunteers and an effective team is this training.

Availability: CERT programs vary by country. In the US, they are available through municipalities and the FEMA program. In France, equivalent trainings exist through certified civil safety associations and local authorities. Check with your town hall or prefecture.

4. Grant Management Seminar (GMS)

Element	Detail
Content	10 mandatory modules: grant types, budgeting, governance, stewardship, reporting, closeout
Duration	~8 hours (online, self-paced)
Access	my.rotary.org , Learning Center
Cost	Free
Validity	Mandatory annual renewal (July 1st)
Club target	Disaster Coordinator + Treasurer + President (minimum)

Why it is non-negotiable: Without a valid GMS for the current year, your club cannot apply for a Disaster Response Grant. That is 25,000 USD your community will not receive. GMS is not a formality, it is the key that opens access to Rotary Foundation funds. The Coordinator

and Treasurer must be certified BEFORE the disaster. Not after.

Training matrix by role

Role in the club	First aid	PFA	CERT	GMS
Club President	Recommended	Required	,	Required
Disaster Coordinator	Required	Required	Required	Required
DRC, Logistics	Required	Recommended	Recommended	,
DRC, Communications	Recommended	Required	,	,
DRC, Finance	,	,	,	Required
Any volunteer member	Required (target 50%)	Recommended	,	,

The tabletop exercise: train the club in 30 minutes

The tabletop exercise is the most effective training tool for a Rotary club. It requires no equipment, no travel, no budget. It is done around the usual meeting table, during a regular club meeting.

Principle

The Disaster Coordinator presents a fictional but realistic scenario. Club members react in real time: what do we do? Who calls whom? What resources do we mobilize? What problems emerge?

The goal is not to "succeed" in the exercise. The goal is to identify the plan's flaws BEFORE the real disaster.

Typical flow (30-45 minutes)

Phase	Duration	Content
1. Scenario presentation	5 min	The Coordinator reads the scenario aloud. A printed sheet is handed out at each table.
2. Initial reaction	10 min	The Coordinator asks the key questions. Free discussion. Each member reacts according to their role (or the role they would play in a crisis).
3. Injects	10 min	The Coordinator adds complications (mobile network down, road blocked, influx of untrained volunteers). The group adjusts its response.
4. Debriefing	10 min	What worked? What could we not answer? What gaps in the plan? Corrective actions to record.

Ready-to-use scenario example

Scenario: Flash flood

Tuesday 2:30 p.m. Torrential rains for 48 hours have caused the [local name] river to flood. The [name] district is flooded, 1 meter of water in the streets. 200 families are trapped, including a retirement home of 40 residents. Power is out in the district. Firefighters are overwhelmed, they are prioritizing rescues. The town hall is opening the [name] gymnasium as an emergency shelter. It is 3 p.m., you learn the news.

Coordinator's questions:

1. Alert: How do you activate the call-down list? Who calls whom? How long to reach all members?
2. Assessment: Who do you send to the field to assess the situation? How do they relay the information?
3. Resources: Look at the club inventory, which members and which equipment do we mobilize within the hour?
4. Coordination: Who contacts the town hall? Who contacts the district? Who attends the coordination meeting if one is called?
5. Action: What is our most useful role: accommodation at the gymnasium? Transport? Community kitchen? Something else?

Injects (to be distributed at 10 and 20 minutes):

Inject 1 (10 min): "The mobile network is saturated. Calls are not getting through. SMS pass with a 30-minute delay. WhatsApp works intermittently."

Inject 2 (20 min): "15 people show up spontaneously at the gymnasium to help. They are not Rotarians, not trained, but motivated. At the same time, the Red Cross calls you: they can supply 100 hygiene kits but need transport."

Build your own scenarios

Adapt the scenario to the real risks of your territory (identified in chapter 3). A club in a seismic zone simulates an earthquake. A club in a coastal zone simulates a cyclone. A club in an industrial zone simulates a technological accident.

Structure of a good scenario:

Element	Detail
Context	Day, time, season, weather
Event	Type of disaster, location, scale
Impact	Number of people affected, damage, services down
Available resources	What works, what no longer works

Element	Detail
Implicit demand	What does the community expect from the Rotary club?
2-3 injects	Complications that force adaptation (communication down, victim surge, water shortage, media calling)

Take part in municipal drills

Most municipalities organize civil protection drills, at least annually. These drills are an exceptional opportunity for the club:

1. Test coordination with real local emergency actors
2. Get known by authorities as a reliable resource
3. Train members in realistic conditions
4. Identify gaps in the club's emergency plan in a multi-actor context

How to participate

Step	Action	Responsible
1	Contact the town hall (operations director or civil safety department) to learn the drills calendar	Coordinator
2	Request to participate as a support organization	Club President (official letter)
3	Define the club's role in the drill (logistics, shelter, distribution, communication)	Coordinator + town hall
4	Brief the participating members on the scenario and procedures	Coordinator
5	Participate actively, in identified Rotary vests	3-5 members minimum
6	Post-drill debriefing: lessons for the club's plan	Coordinator

Post-drill after-action report (AAR)

After each drill (internal or municipal), write a 1-page AAR:

Section	Content
Date and type of drill	Ex: "March 15, 2026, Municipal flood drill, commune of [name]"
Club participants	Names and roles
What worked	3-5 positive points
What did not work	3-5 points to improve
Corrective actions	For each negative point: action, owner, deadline

This AAR is archived and presented to the club at the next meeting. Corrective actions are

tracked by the Coordinator.

RI training resources

Rotary International provides a set of training resources accessible for free or at low cost. Most are found on the MyRotary Learning Center.

MyRotary platform, Learning Center

Resource	Content
Grant Management Seminar (GMS)	10 mandatory modules for TRF grants (my.rotary.org, Learning Center)
Disaster Recovery Playbook	RI reference guide for disaster response, downloadable PDF (my.rotary.org)
Rotary Showcase	Examples of disaster projects documented by other clubs (my.rotary.org/showcase)
Club Finder	Identify clubs in disaster-affected zones for coordination (my.rotary.org)
RI Webinars	Regular sessions on project management, grants, disaster response (schedule on my.rotary.org)

DNA-RAG resources

DNA-RAG (Disaster Network of Assistance Rotary Action Group) is the reference RAG recognized by RI for disasters. Its resources comply with RI policies.

Resource	Content
Response guides	Operational protocols, checklists, templates (dna-rag.com)
Online training	Webinars, tutorials, case studies (dna-rag.com)
Mentoring	Guidance by Rotarians experienced in disasters (contact via the site)
Expert network	Connection with specialists by field (via the regional coordinator)

RI Conventions

The annual Rotary International conventions offer sessions dedicated to disasters:

- DNA-RAG workshops and specialized RAGs
- Testimonies from clubs that have responded to major disasters
- Networking between zone coordinators and RAG representatives
- Proceedings are available on MyRotary after each convention

Annual checklist, Training and practice

- Start-of-year briefing held in September (emergency plan, DRC roles, inventory)
- First aid session organized for volunteer members
- GMS renewed for the Coordinator, the Treasurer and the President
- At least 1 tabletop exercise held during a club meeting
- Participation in at least 1 municipal drill (if available)
- AAR written and archived for each drill
- Corrective actions from previous AARs tracked and closed
- PFA module completed by at least 3 members (WHO online or in person)
- Call-down list tested (real drill) at least once in the year
- New members briefed on the club's emergency plan and procedures

An untested plan is a hypothesis. A tested plan is a capability. The 30-minute tabletop exercise costs zero euro and systematically reveals flaws no one had seen on paper. The member who discovers during an exercise that they do not know who to call at the district is a member who will know on disaster day. The one who discovers it during the real crisis has lost hours, and perhaps lives.

Notes

PART II
PREPARE

Chapter 11

Club emergency fund

Money waiting in an account saves lives

When disaster strikes, the first 72 hours are decisive. The Rotary Foundation's Disaster Response Grant may take 2 to 4 weeks to arrive. Donations from members and the public take time to collect. Insurance does not pay out for weeks.

During that time, you need to buy water, generator fuel, tarps, food. You need to pay for transportation, kitchen equipment, basic medical supplies. Local suppliers do not extend credit in a crisis, they demand cash.

A club with a pre-established emergency fund can act within hours of the disaster. A club without one spends its first 48 hours looking for money instead of helping people.

Building the emergency fund

Recommended amount

The amount of the fund depends on two factors: the size of the club and the risk level of its territory.

Club size	Moderate risk	High risk
< 20 members	1,000 – 2,000 USD/EUR	2,000 – 3,000 USD/EUR
20–40 members	2,000 – 4,000 USD/EUR	4,000 – 6,000 USD/EUR
> 40 members	4,000 – 6,000 USD/EUR	6,000 – 10,000 USD/EUR

How to assess risk: If your territory is exposed to recurring disasters (flood zone, seismic zone, cyclone corridor, industrial Seveso-classified area), you are at high risk. If disasters are rare but possible, you are at moderate risk.

Rule of thumb: The fund should cover 3 to 5 days of basic operations: water, food for 50-100 families, fuel, transportation, basic supplies. This corresponds roughly to 50-100 USD per club member.

Building the fund

Several methods, which can be combined:

Method	Advantages	Disadvantages
Dedicated annual dues (5-20 USD/member/year)	Predictable, spread out, painless	Slow to build
Budget allocation (% of club's annual budget)	Collective decision, integrated into budget	Depends on total budget
Dedicated fundraising event (dinner, sale, raffle)	Potentially high amount, visibility	Organizational effort

Method	Advantages	Disadvantages
Exceptional member donation	Fast, significant	Depends on individual generosity
End-of-year budget surplus transfer	Uses unspent money	Varies year to year

Recommendation: Combine a modest annual contribution (10 USD/member) with a budget allocation (3-5% of the club's annual budget). Within 2-3 years, the fund reaches its target level.

Concrete example, 20-member club, moderate risk, target 2,000 USD:

Year	Annual dues (10 USD × 20)	Club budget allocation (4% × 2,000)	Fundraising dinner	Cumulative
Year 1	200 USD	80 USD	600 USD (1 event)	880 USD
Year 2	200 USD	80 USD	500 USD	1,660 USD
Year 3	200 USD	80 USD	400 USD	2,340 USD

Target reached in 3 years with a light and distributed effort. In subsequent years: replenishment after use, or topping up if the fund remains intact.

Separate bank account

The emergency fund must be separate from the club's current account. Reasons:

- Accounting clarity: Fund money does not mix with operating expenses
- Protection: The fund is not consumed for routine expenses
- Traceability: In case of deployment, every entry and exit is traceable for donors and The Rotary Foundation
- Trust: Members and donors see that their contribution is protected

Recommended account type: Dedicated savings account or passbook, in the club's name, with an explicit label ("Rotary Club of [CITY], Disaster Emergency Fund"). No risky investments, liquidity takes precedence over yield.

Governance: who decides, who signs, who controls

The emergency fund is not the President's money, nor the Treasurer's, nor the Disaster Coordinator's. It is the club's money, dedicated to a specific use. Governance must be rigorous and transparent.

Spending authorization

Amount	Required authorization	Decision timeframe
< 500 USD/EUR	Disaster Coordinator + Treasurer (verbal agreement, confirmed in writing within 24h)	Immediate
500 – 2,000 USD/EUR	Coordinator + Treasurer + President (agreement by phone/WhatsApp, confirmed in writing)	< 4 hours
> 2,000 USD/EUR	Vote by the club's board of directors (can be by WhatsApp or email in an emergency)	< 24 hours

Principle: In a disaster, speed takes precedence over procedure, but never at the expense of traceability. A 200 USD expense for drinking water must not wait for a formal vote. But it must be documented within 24 hours: amount, supplier, receipt, beneficiaries.

Dual signature

Any outflow of funds requires the signature (or written validation) of two people:

Signatory 1	Signatory 2	Role
Club Treasurer	Club President	Default configuration
Club Treasurer	Disaster Coordinator	If the President is unavailable
Club President	Disaster Coordinator	If the Treasurer is unavailable

Absolute rule: No single person may withdraw funds alone. If both primary signatories are unavailable, the third (Coordinator or Vice-President as applicable) steps in. Plan this chain of succession in the fund's bylaws.

Expense register

Every expense is recorded in a dedicated register, separate from the club's current accounting:

Field	Example
Date	12/15/2026
Amount	350 EUR
Recipient Supplier	Leclerc supermarket, purchase of water and food
Purpose	Emergency supplies, flooding in North district
Authorization	Coordinator (Dupont) + Treasurer (Moreau), SMS at 2:30 PM
Receipt Invoice	Scan attached, Invoice No. 2026-1234
Final beneficiaries	45 families, POD distribution at Jean-Moulin School

Format: Digital spreadsheet (Excel/Google Sheets) + paper binder with original receipts.

Systematically photograph each receipt with your phone, paper gets lost, wet, torn.

Report to members

The Treasurer presents a report on the emergency fund to the club:

- Quarterly in normal times: fund balance, interest, movements
- Weekly during an operation: weekly expenses, remaining balance, forecasts
- At the end of the operation: full report with all expense items, number of beneficiaries, supporting documents

Transparency is not optional. It is what ensures that members will continue to feed the fund year after year.

Online donation page: ready to activate

When disaster strikes, people want to give. If your club does not have an operational donation page, those donations will go elsewhere, or nowhere.

Prepare the page BEFORE the disaster

The donation page must be pre-configured and tested. On the day of the disaster, all that remains is to activate and share it.

Step	Action	When
1	Choose an online fundraising platform	In peacetime
2	Create the page with club information, logo, and generic text	In peacetime
3	Configure the receiving account (linked to the club's bank account)	In peacetime
4	Test the full process: test donation → receipt → confirmation	In peacetime
5	Store the link and credentials with 2 administrators	In peacetime
6	Customize the page with the specific event and activate	On the day of the disaster
7	Share via social media, email, WhatsApp	On the day of the disaster

Recommended platforms

Platform	Advantages	Fees	Notes
GoFundMe Charity	Wide audience, public trust	0% (optional tip)	Available in many countries
PayPal Giving Fund	PayPal integration, familiar	0%	Requires nonprofit status
HelloAsso (France)	Free, designed for nonprofits	0% (optional tip)	French only

Platform	Advantages	Fees	Notes
Donorbox	Specialized in nonprofits, recurring donations possible	1.5%	Professional interface
Direct bank transfer	No fees, simple	0%	Less visible, no public page

Donation page elements

Element	Content
Title	"Rotary Club of [CITY], Emergency Response [DISASTER TYPE]"
Description	3-4 sentences: what, where, how many people affected, what the club is doing
Financial goal	Realistic target amount (e.g., 5,000 EUR)
Photos	2-3 photos (field if available, otherwise logo + map), NEVER identifiable victims without consent
Updates	Post an update every 2-3 days during the operation
Acknowledgments	List of donors (except anonymous) and report on use of funds

Communication around the fundraising

Channel	Action	Timing
Club WhatsApp (info group)	Share the link with members	H+6
Email to members and friends of the club	Personalized message with link	H+12
Club Facebook Instagram	Post with link and visual	H+12
Members' personal networks	Each member shares on their own networks	H+24
Local media	Press release mentioning the fundraising	H+24-48
Rotary District	Dissemination to other clubs via the DG	H+24

Legacy gifts and memorial donations: the 10× lever

Cotisations, fundraising dinners, and online giving build a fund slowly. A single legacy gift or a coordinated round of memorial donations can grow the same fund by an order of magnitude in a single act. The reason this lever stays unused is rarely legal. It is cultural: nobody on the board wants to be the one to bring it up.

It can be brought up, soberly, in writing, never as a personal request to a vulnerable member.

Three operational mechanisms

1. Legacy clauses. A member who wishes to support the club's emergency fund after their

death can include a specific clause in their will. The clause names the club's emergency fund (with its banking details or the club's legal entity) and specifies the amount or share. Any member considering this should validate the clause with their own notary or estate attorney, never with the club itself.

2. Memorial donations in lieu of flowers. When a member or close friend of the club passes away, the family can choose to direct condolence donations to the club's emergency fund rather than to flowers. This is announced in the obituary or the funeral programme. The club provides a clean donation channel (dedicated link, IBAN, tax receipt if applicable) and a short acknowledgement template the family can use.

3. Memorial donor registry. A simple page in the club's annual report or website lists, with the family's permission, the names of those whose memory is honoured by donations to the fund. This gentle public recognition encourages future families to consider the same gesture.

Precautions

- Never solicit a vulnerable member directly. Make the option visible (in the club's annual letter, on the website) and let members come to you.
- Always involve a legal professional for the legacy clause itself, wording, witnesses, jurisdiction-specific requirements (forced heirship, applicable taxes).
- Ring-fence memorial funds in a separate accounting line. This keeps the dedicated nature of the gift verifiable and protects the club if the family ever asks how the money was used. Lines up with the governance rules above.
- Provide a written acknowledgement for every legacy or memorial donation: the family will keep it, and many tax authorities require it.

A model legacy clause is jurisdiction-specific and outside the scope of this guide. Ask the notary or estate attorney of any interested member to draft one, most will do it pro bono for a recognised non-profit purpose.

Legal and tax considerations

Rules vary considerably from one country to another. The following is a general framework, consult a local legal or tax advisor for the specifics of your jurisdiction.

Club's legal status

Question	Points to consider
Can the club collect donations?	In most countries, a Rotary club (association loi 1901 in France, 501(c)(4) in the USA, etc.) can collect donations. But eligibility for tax benefits varies.
Are donations tax-deductible?	In France: yes, if the club is recognized as being of general interest (66% tax reduction for individuals, 60% for businesses). In the USA: donations to the Rotary Club are generally not deductible (501(c)(4)), but donations to The Rotary Foundation are (501(c)(3)). Check your local status.
Is authorization needed to collect?	In France: declaration to the prefecture for public appeals exceeding a certain threshold. In other countries: varying rules.
Reporting obligations	Annual financial report to members, tax declaration according to status, report to authorities for public fundraising.

Routing via The Rotary Foundation

To maximize the tax deductibility of donations, one option is to direct donors to The Rotary Foundation (TRF), earmarking donations for the Disaster Response Fund or a specific project.

Advantages:

Advantage	Detail
Tax deductibility	TRF is recognized as a charitable organization in most countries
Leverage effect	Donations to the DRF or via Global Grants can be matched by the Foundation
Credibility	The Rotary Foundation brand inspires confidence in outside donors
Traceability	Integrated TRF reporting system

Drawback: Disbursement is slower (grant application process). For immediate expenses (H+0 to H+72), the local emergency fund remains indispensable.

Fraud protection

Measure	Detail
Dedicated bank account in the club's name	No personal account
Mandatory dual signature	No withdrawal by a single person
Receipts for every expense	No exception, even for 5 EUR
Public report on fund use	Accessible to donors
Annual internal audit	By a member not involved in management (or volunteer chartered accountant)

Measure	Detail
Separation of roles	The person who authorizes the expense is not the one who makes the payment

Replenishing the fund after use

A deployed emergency fund must be replenished. If the fund is empty after an operation, the club is vulnerable to the next disaster, which could arrive 6 months later.

Replenishment plan

Step	Action	Deadline
1	Financial review of the operation: how much was spent, how much remains	End of operation + 2 weeks
2	Calculation of the amount to be replenished	Immediate
3	Board decision: replenishment method	End of operation + 1 month
4	Implementation: dues, fundraising event, budget allocation	Over 6-12 months
5	Fund replenished to target level	< 12 months after the operation

Tip: If the club received a Disaster Response Grant or other external funding that covered part of the expenses initially advanced by the fund, the reimbursement automatically replenishes part of the fund. Document these flows clearly.

Emergency fund bylaws

Formalize the rules in a one-page document, voted on by the club's board of directors:

Model bylaws

EMERGENCY FUND BYLAWS, Rotary Club of [CITY]

Article 1, Purpose: The emergency fund is intended exclusively to finance response operations for natural or technological disasters affecting the club's territory or the communities it serves.

Article 2, Target amount: [AMOUNT] USD/EUR, reviewed annually by the board of directors.

Article 3, Funding: Annual contribution of [AMOUNT] per member + allocation of [X%] of the annual budget + voluntary donations.

Article 4, Bank account: Dedicated account No. [NUMBER] at [BANK], separate from the club's current account.

Article 5, Spending authorization: See scale (< 500: Coordinator + Treasurer / 500-2000: +

President / > 2000: board of directors).

Article 6, Dual signature: Any outflow of funds requires the written validation of two authorized persons among: Treasurer, President, Disaster Coordinator.

Article 7, Traceability: Each expense is supported by a receipt kept in the register. Digital photograph required within 24h.

Article 8, Reporting: Quarterly report to the club. Weekly report during operations. Full report at the end of operations.

Article 9, Replenishment: The fund must be replenished to its target level within 12 months of deployment.

Article 10, Audit: Annual audit by a member not involved in fund management.

Adopted on: ___/___/___ Signed: President _____ Treasurer _____

Checklist, Emergency fund

- Target amount defined (based on club size and risk level)
- Dedicated bank account opened in the club's name
- Fund bylaws drafted and adopted by the board of directors
- Funding method decided (dues + allocation + events)
- Fund reaches at least 50% of target amount
- Authorized signatories designated (minimum 3 people)
- Expense register ready (digital + paper)
- Online donation page pre-configured and tested
- Donation page credentials stored with 2 administrators
- Tax status verified (donation deductibility, reporting obligations)
- Quarterly fund report presented to the club
- Annual audit scheduled

The club's emergency fund is not a war chest. It is an operational tool, money patiently waiting to save lives. Its existence transforms the club's posture: instead of reacting to the disaster by searching for resources, you react by deploying resources. The difference is measured in hours gained, and in hours, when families are without water and shelter, every hour counts.

Notes

Lined area for notes, consisting of 25 horizontal lines.

PART III
ACT WITH OUR OWN RESOURCES

Chapter 12

The five steps of the first hours

You are a leader. You have handled professional crises, medical emergencies, projects under pressure. But a natural disaster is not an ordinary crisis. The first hours decide everything: the effectiveness of the response, the survival of the most vulnerable, and, let's be direct, your club's credibility for the months to come.

This chapter gives you a five-step sequence, field-tested, that you can execute even if your preparedness plan is still in a drawer. Five steps. In order. Without skipping a single one.

Overview, the five steps

#	Step	Objective	Timeframe
1	Personal safety	Stay alive. Secure members and their families before helping anyone else.	H+0 to H+2
2	Communication	Activate the call-down list, locate every member, send the first message to the district.	H+2 to H+4
3	Rapid assessment	Deploy a team of 2 to 4 people to answer the 8 key questions.	H+4
4	Alert the District	Send a structured SITREP to the DG, the DRO and the DRFC to activate the Rotary network.	H+4
5	Mobilization	Activate the club's emergency plan, form teams, launch the first actions.	H+4 to H+12

By H+12, you have located every member, given the district a quantified assessment, set up your teams and triggered the first expenses. Chapters 13 to 17 take over for the first 72 hours and beyond. Read the whole sequence first, then come back to the step that matches your situation.

Step 1, Personal safety (absolute priority)

Before helping anyone, stay alive.

This is not selfishness, it is arithmetic: an injured or missing leader coordinates nothing. They become a burden on others. Every Rotarian you lose in action reduces your response capacity.

Immediate actions

1. Secure yourself physically. Stay away from any unstable structure, any downed power line, any flood-prone area. If you are in a vehicle, never cross a submerged road, 30 cm of water is enough to sweep away an SUV.
2. Secure your family. Make sure your spouse, children, elderly parents are safe. Activate your own family plan. If your family is not safe, you will not be mentally available to lead anything.
3. Assess your immediate environment. Look around you. Note what you see: collapsed structures, fires, visibly injured people, gas smells, sound of water. These first observations will become your first report.
4. Do not rush. The reflex to run toward the rubble to help is human. It is also potentially fatal. Seismic aftershocks, secondary collapses, gas leaks kill those who act without assessing. Wait for the situation to stabilize, even five minutes.

The oxygen mask rule

As on a plane: put on your own mask before helping others. You know this instruction. Apply it literally.

Situation	Correct action	Frequent mistake
Earthquake in progress	Take cover under a solid table, wait for shaking to end	Running outside during the shaking
Rising flood	Move to higher ground immediately	Trying to save material goods
Hurricane cyclone	Stay in shelter until the storm passes completely (including the eye)	Going out during the calm of the eye of the cyclone
Landslide	Move perpendicular to the flow	Trying to flee along the axis of the flow
Structural fire	Evacuate and call emergency services	Trying to put out a large fire alone

Critical point: Your phone is your most valuable tool. Keep it charged. If you have a portable charger, carry it with you at all times during risk season.

Step 2, Communication (as soon as possible)

The first mission of a Rotarian leader after their own safety: establish contact.

Networks will be saturated. Calls will not go through. Antennas may be destroyed. You must anticipate this and know the alternatives.

Activate the call-down list

The call-down list is the simplest and most reliable communication tool in existence. Its principle:

```

Club President
|
+-- Vice-president → calls 5 members (numbers 1 to 5)
|           each confirms their status
|
+-- Secretary → calls 5 members (numbers 6 to 10)
|           each confirms their status
|
+-- Treasurer → calls 5 members (numbers 11 to 15)
|           each confirms their status
|
+-- Disaster Coordinator → calls 5 members (16 to 20)
|           each confirms their status
|
+-- Past-president → calls the remaining members
|           each confirms their status

```

Each caller asks three questions:

1. Are you and your family safe?
2. Do you have damage to your home or workplace?
3. Are you available to participate in the response?

Each caller compiles the responses and reports the information back to the President within 60 minutes maximum.

Hierarchy of communication means

When one channel does not work, move to the next. In order:

Priority	Channel	Why
1	SMS text message	Gets through even when voice networks are saturated
2	WhatsApp Signal (text)	Works at low bandwidth, messages queue up
3	Phone call	Often saturated in the first hours
4	Amateur radio (VHF/UHF)	Independent of cellular networks

Priority	Channel	Why
5	Satellite internet (Starlink)	Restores full internet if you have power
6	Satellite phone	Voice and SMS for areas with no coverage at all
7	Physical messenger	Last resort, send someone

The standard initial alert message

Your first message to members must be short, factual, and give clear instructions. No place for emotion.

Template (SMS / WhatsApp):

```
[ROTARY ALERT - CLUB NAME]
[Type of event] at [location]
Date/Time: [date and time]
Initial status: [estimated severity]
ACTION: Confirm your status via call-down list.
If available for the response, confirm to [name + number].
Assembly point: [location] at [time].
Next message in 2 hours.
```

Practical tip: Prepare this message in advance, with blank fields to fill in. Store it in your phone notes. When disaster strikes, you just have to fill in the blanks and send.

Step 3, Rapid assessment (deploy a team of 2 to 4 people)

Acting without assessment leads to waste and duplication. Four hours of assessment save weeks of misdirected effort.

You know the rule in business: you do not launch a project without a diagnosis. It is identical in a disaster, but the diagnosis must be done in 4 hours, not 4 weeks.

Build the assessment team

Role	Ideal profile	Mission
Assessment lead	Experienced member, synthesizing mindset	Coordinates, takes notes, drafts the report
Documentarian	Member with good smartphone or camera	Geolocated photos, short videos, timestamps
Field logistician	Member with all-terrain vehicle if needed	Drives, assesses road accessibility
Specialist (optional)	Civil engineer, doctor, or relevant professional	Technical assessment of structures or health needs

Team equipment:

- Phone charged to 100% + portable charger
- Paper map of the area (GPS may not work)
- Notebook and pens (do not rely only on electronics)
- High-visibility vests (identification and safety)
- Water and food for 8 hours
- First aid kit
- Headlamp (for nighttime assessment)
- Copy of the rapid assessment form (see below)

Assessment itinerary

The team must not leave at random. Define an itinerary that covers:

1. The most densely populated areas of your sector
2. Areas known to be vulnerable (informal settlements, flood zones, old buildings)
3. Critical infrastructure: hospital, health center, school, market, water pumping station
4. Main road corridors: are they passable? Are any bridges cut off?

The 8 questions to answer in 4 hours

Your assessment team must return with factual answers, even partial, to these eight

questions. No opinion, no supposition. Facts.

#	Area	Key question	What you are looking for
1	Population	How many people affected? Displaced? Injured? Missing?	Estimated figures, even rough. Count destroyed houses × average household size.
2	Shelter	How many homes destroyed or uninhabitable? Is there a need for temporary shelters?	Visual count. Distinguish destroyed (unrecoverable) from damaged (repairable).
3	Water	Is the water supply cut off or contaminated?	Check taps, interview residents, observe pipes.
4	Food	Do people have access to food? For how many days?	Are shops open? Are household stocks intact?
5	Health	Are hospitals and care centers operational?	Go on site if possible. Residual capacity? Need for reinforcement?
6	Infrastructure	Roads passable? Electricity? Telecommunications?	Note every cut road, every area without power, every area without network.
7	Security	Are there secondary risks?	Expected aftershocks, rising waters, landslides, gas leaks, unstable structures.
8	Vulnerable	Isolated elderly? Unaccompanied children? Persons with disabilities?	Interview neighbors. Vulnerable persons are often invisible.

Field collection methodology

Rapid damage count (transect method):

Walk through your area in parallel lines. For each street or neighborhood, count:

- Number of intact / damaged / destroyed buildings
- Number of visibly homeless people
- Presence or absence of running water, electricity
- Road condition (passable / hardly passable / cut off)

Interviewing residents (5 minutes per group):

Do not ask open questions. Ask closed questions:

- "Since when have you been without water?"
- "How many families have gathered here?"
- "Are there injured people who were not able to get to the hospital?"
- "Do you know any isolated elderly people in this neighborhood?"

Rapid assessment report, Form to fill out

This form is your main deliverable. It will be forwarded to the club President, then to the District. It must be filled out by hand in the field, then digitized and sent.

```

=====
                    RAPID ASSESSMENT REPORT - ROTARY CLUB
=====

Club: _____
District: _____

Date: ___/___/_____   Start time: _____   End time: _____
Type of event: _____
Area assessed: _____

Assessment team:
Lead: _____   Phone: _____
Member 2: _____   Phone: _____
Member 3: _____   Phone: _____
Member 4: _____   Phone: _____

-----
1. AFFECTED POPULATION
-----
Estimated persons affected: _____
Estimated persons displaced: _____
Known injured: _____
Confirmed deaths: _____
Missing / unreachable persons: _____

2. HOUSING
-----
Homes destroyed (unrecoverable): _____
Homes damaged (repairable): _____
Intact homes: _____
Need for temporary shelter: YES / NO
If yes, for how many people: _____

3. DRINKING WATER
-----
Water network functional: YES / NO / PARTIAL
Contamination risk: YES / NO / UNKNOWN
Alternative sources available: _____
Estimated water need (liters/day): _____

4. FOOD
-----
Access to food: _____   NORMAL / LIMITED / CUT OFF

```

Shops open: YES / SOME / NO
 Estimated stock (days): _____

5. HEALTH

 Nearest hospital operational: YES / NO / OVERWHELMED
 Health center operational: YES / NO / OVERWHELMED
 Unmet medical needs: _____

6. INFRASTRUCTURE

 Electricity: YES / NO / PARTIAL
 Telecommunications: YES / NO / PARTIAL
 Main roads: PASSABLE / PARTIALLY / CUT OFF
 Roads cut off (list): _____

7. SECONDARY RISKS

- Expected seismic aftershocks
 Rising waters / new flooding
 Landslides
 Unstable structures threatening to collapse
 Gas leaks or hazardous materials
 Power lines on the ground
 Other: _____

8. VULNERABLE PERSONS IDENTIFIED

 Isolated elderly: _____
 Unaccompanied children: _____
 Persons with disabilities: _____
 Pregnant / breastfeeding women: _____
 Chronically ill without medication: _____

IMMEDIATE NEEDS (in order of priority)

- 1. _____
 2. _____
 3. _____
 4. _____
 5. _____

72-HOUR NEEDS

- 1. _____
 2. _____
 3. _____

LOCAL RESOURCES AVAILABLE

RECOMMENDED DISTRIBUTION POINTS

Site 1: _____ Capacity: _____ pers/day

Site 2: _____ Capacity: _____ pers/day

RECOMMENDATION: SUGGESTED ACTIVATION LEVEL

-
- DCA-3 (manageable situation, club + committee in standby, no external support needed)
 - DCA-2 (district support needed, committee activated)
 - DCA-1 (major disaster, full operation, national/international support)

Drafted by: _____ Signature: _____

Sent to: _____ Time: _____

=====

Step 4, Alert the District

You have secured the members. You have a field assessment. It is time to escalate the information.

Rotary operates in layers. Your club is the first link. The District is the second. Without this escalation of information, no external resource can be mobilized, neither Disaster Response Grant, nor ShelterBox, nor inter-district support.

Who to contact and in what order

Priorit y	Contact	Why	Deadline
1	District Governor (DG)	Decision-making authority. Can activate the DRG.	Within 4 hours
2	District Disaster Relief Officer (DRO)	District operational coordinator. Your main point of contact.	Within 4 hours
3	Neighboring clubs	Mutual information, possibility of reinforcement	Within 6 hours
4	Assistant Governor (AG) of your area	Relay and support	Within 6 hours

The content of the alert to the District

Your message to the DG and DRO must contain exactly these elements:

1. Nature of the event (earthquake, flood, cyclone, etc.)
2. Affected area (cities, neighborhoods, approximate radius)
3. Estimated scale (number of people affected, homes destroyed)
4. Club status (members safe? members affected?)
5. Actions already undertaken (assessment in progress, distribution started, etc.)
6. Needs identified (what the club cannot cover alone)
7. Recommended activation level (DCA-1, DCA-2, or DCA-3)

Recommended format: the SITREP (Situation Report)

```
SITREP No. 1 - Rotary Club of [name]
Date/Time: [date] [time]
Event: [type] - [location]
```

1. SITUATION
[factual description in 3-5 lines]
2. ESTIMATED IMPACT

Population affected: [number]
 Homes destroyed/damaged: [number]
 Infrastructure: [summarized status]

3. CLUB STATUS

Members safe: [number] / [total]
 Members affected: [number]
 Members available for the response: [number]

4. ACTIONS IN PROGRESS

[list of actions undertaken]

5. UNMET NEEDS

[list of needs exceeding the club's capacity]

6. RECOMMENDATION

Activation level: DCA-[1/2/3]
 Need for DRG: YES / NO / TO BE ASSESSED
 Need for ShelterBox: YES / NO / TO BE ASSESSED

Next SITREP scheduled: [date/time]

Contact: [name] [phone] [email]

District activation levels (DCA)

Level	Situation	Who decides	Resources mobilized
DCA-3	Normal activity, localized event manageable by the club alone, committee in standby	Club President	Club funds, local volunteers
DCA-2	Significant event, club overwhelmed, committee activated	DG + DRO	DRG, neighboring clubs, district resources
DCA-1	Full-scale relief operation, major disaster exceeding the district	DG + RI	DRG, Global Grant, ShelterBox, DNA-RAG, international support

Do not minimize. It is better to activate a DCA-2 and downgrade it later than to remain in DCA-3 while facing a real crisis and lose 48 critical hours. Ego has no place in disaster management.

Step 5, Mobilization (activate the club emergency plan)

The assessment is done. The District is alerted. It is time to move to operational action.

Activate the club's emergency plan

If your club has a preparedness plan (Part II of this book), now is when it serves. If you do not have one, here are the minimum actions:

Immediate mobilization actions:

Action	Responsible	Deadline
Summon available members to the assembly point	President	H+4
Open the club premises or identify a temporary HQ	Vice-president	H+4
Take out the pre-positioned emergency kit (if existing)	Disaster Coordinator	H+4
Form the first response teams	Disaster Coordinator	H+6
Launch the first emergency purchases (water, food)	Treasurer	H+6
Open donation channels if necessary	Treasurer + Secretary	H+8
Send the first public statement	Spokesperson	H+6
Document all actions from the first hour	Secretary	H+0

Forming the first teams

Do not mobilize everyone for everything. From day one, structure into teams:

Team	Mission	Minimum headcount
Assessment and information	Continue data collection, maintain link with District	2-3 people
Immediate relief	Water and food distribution, shelter assistance	6-10 people
Logistics	Purchases, transportation, storage	3-4 people
Communication	Spokesperson, social media, photo documentation	2 people
Administration	Finances, records, coordination	2-3 people

Opening donation channels

If the scale justifies it, immediately open donation channels:

1. Dedicated bank account. Separate from the club's current finances. Two signatures required for any withdrawal.
2. Online donation page. Use a recognized platform (GoFundMe, PayPal Giving Fund, or local equivalent).

3. Clear communication. Specify precisely what the donations will be used for. "Aid to victims of [event], water, food, emergency shelters."
4. Tax receipts. If your club can issue tax receipts, mention it, this significantly increases donations.

Documentation from the first hour

This is the point that all clubs neglect and all clubs regret. Documentation is not an administrative end-of-mission task. It starts at H+0.

What you must document:

What	How	Why
Each purchase	Receipt + photo	DRG reimbursement, traceability
Each distribution	Signed list of beneficiaries	Proof for TRF
Each meeting	Notes with date, time, participants, decisions	Operational history
Situation on the ground	Geolocated and timestamped photos	Damage assessment, reports
Volunteer hours	Attendance register	In-kind valuation (Global Grant)
Incidents	Formal incident report	Insurance, legal liability

Field tip: Designate a "documentarian" from the first hour. This person does nothing else but photograph, take notes, collect receipts. If no one is available, use a dedicated "Documentation" WhatsApp group where each member sends their photos and notes in real time.

Reference timeline: the first 12 hours

Hour	Action	Responsible
H+0	Personal and family safety	Each member
H+0 to H+1	Call-down list activation, member status check	President + relays
H+1	Status compilation, identification of available members	Secretary
H+1 to H+4	Deployment of rapid assessment team	Disaster Coordinator
H+2	First alert message to members (SMS/WhatsApp)	President
H+4	Rapid assessment report completed	Assessment team
H+4	Alert to District (DG + DRO) with SITREP No. 1	President
H+4 to H+6	Summoning of members to the assembly point	President
H+6	Team formation, mission assignment	Disaster Coordinator
H+6	First emergency purchases (water, food)	Treasurer
H+6	First public statement	Spokesperson

Hour	Action	Responsible
H+8	Opening of donation channels if necessary	Treasurer
H+8	Second SITREP to District	President
H+12	First complete operational briefing	Disaster Coordinator

What this chapter does not cover

The five steps take you to H+12. You are organized, informed, in contact with the District, and the first actions are underway. The following chapters cover:

- Chapter 13, Immediate response (0-72 hours): survival priorities
- Chapter 14, Stabilization (72 hours to 2 weeks): ongoing operations
- Chapter 15, Managing volunteers in the field
- Chapter 16, Communication in crisis
- Chapter 17, Psychological support

You have the five steps. Print the reference timeline. Put it in your emergency kit. The day your phone rings at 3 AM, you will know exactly what to do.

Notes

PART III
ACT WITH OUR OWN RESOURCES

Chapter 13

Immediate response: the first 72 hours

The first 72 hours after a disaster are the window where every action counts double. It is also the window where every mistake costs dearly. You have executed the five steps of the previous chapter. Your club is mobilized, the District is alerted, you have a field assessment. Now, you must deliver.

This chapter structures the first 72 hours into three prioritized priorities, gives you the tools to decide what you can do alone and what requires escalation, and installs the documentary discipline that will make the difference between a club that responds and a club that can prove it.

Overview, the three priorities

#	Priority	Objective	Timeframe
1	Immediate survival	Water, food, shelter, emergency care, what prevents avoidable deaths.	H+0 to H+24
2	Protection of vulnerable persons	Identify and secure isolated elderly, unaccompanied children, the wounded, the chronically ill.	H+12 to H+48
3	Communication	Reporting to the district, communicating with members and donors, managing media and rumors.	Continuous, H+0 to H+72

These three priorities run in parallel, but with disciplined resource allocation: as long as priority 1 is not covered, you do not invest in priority 3. The 72-hour rule, presented at the end of the chapter, provides the decision tree for switching into stabilization mode.

Priority 1, Immediate survival

Immediate survival is not negotiable. It is the reason you are on the ground. Four areas, in this order.

Drinking water

Human beings do not survive more than 72 hours without water. This is your first deliverable.

Minimum standard (Sphere / WHO): 15 liters per person per day for all uses combined, drinking (2.5 to 3 L), cooking, and basic hygiene. In the emergency phase, a survival floor of 7.5 liters per person per day applies for the first 48 hours, and must be raised to 15 L as soon as the response stabilizes.

Solution	Capacity	Estimated cost	Deployment time
Bottled water (local purchase)	Immediate	0.50-2 USD 1.5 L bottle	Immediate if shops accessible
Mobile tank (1,000-5,000 L)	70-350 people/day	200-500 USD delivery	4-12 hours
Portable water filters (type LifeStraw, Sawyer)	LifeStraw personal filter: up to 4,000 liters	20-40 USD filter	Immediate if in stock
Purification tablets	1 tablet = 1 liter	0.05 USD tablet	Immediate if in stock
Mobile purification station	500-5,000 L/hour	2,000-10,000 USD	24-72 hours (via NGO)

Club actions:

1. Immediately buy all bottled water stock available locally. Do not hesitate to empty the shelves, this is an emergency.
2. Identify non-contaminated water sources (elevated wells, protected natural springs, intact reservoirs).
3. Distribute purification tablets with clear instructions (one tablet per liter, wait 30 minutes before drinking).
4. If the club has pre-positioned filters, deploy them immediately to gathering points.
5. Contact local water distributors to organize tanker deliveries.

Warning: Never distribute water whose potability you are not certain of. Distributing contaminated water causes more casualties than the shortage itself.

Emergency food

Food is the second priority. In the first 72 hours, it is not about balanced nutrition but about sufficient calories to keep people standing.

Minimum standard: 2,100 kcal per person per day (Sphere Standards).

Food type	Kcal/serving	Shelf life	Cost
Rice (dry, 400g cooked)	~520 kcal	Long	0.30 USD
Beans lentils (200g cooked)	~230 kcal	Long	0.20 USD
Energy biscuits (type BP-5)	270 kcal bar, 540 kcal 2-bar pack, ~2,385 kcal 9-pack box	5 years	2-3 USD per pack
Canned goods (tuna, sardines, vegetables)	200-400 kcal	2-5 years	1-3 USD
Powdered milk	500 kcal 100g	12-24 months	5-10 USD/kg
Vegetable oil	900 kcal 100ml	12 months	2-4 USD/L
Sugar	400 kcal 100g	Indefinite	1-2 USD/kg

Emergency food basket for 1 family of 5 / 3 days:

Item	Quantity	Estimated cost
Rice	5 kg	3-5 USD
Beans lentils	2 kg	2-4 USD
Vegetable oil	1 liter	2-4 USD
Canned goods (fish or meat)	6 cans	6-12 USD
Sugar	1 kg	1-2 USD
Salt	250 g	0.50 USD
Powdered milk	500 g	3-5 USD
Water (if not available)	20 liters	5-10 USD
Total per family 3 days		22-42 USD

Purchase logistics:

- Send 2-3 members to wholesalers and wholesale markets starting at H+6.
- Buy in volume. Negotiate a wholesale price, explain the situation.
- Keep every receipt. Photograph every invoice.
- If local shops are closed or destroyed, contact the District for external procurement.

Emergency shelters

Persons whose housing is destroyed or uninhabitable must be sheltered. You are not building houses, you are protecting lives for the next few days.

Solution	Capacity	Cost	Timeframe
Public buildings (schools, churches, community halls)	50-500 people	Free (coordination with town hall)	Immediate
Family tents (UNHCR type, 16 m ²)	5-7 people	300-500 USD	24-72h (NGO stock)
Reinforced tarps (4 × 6 m)	1 family (improvised shelter)	10-25 USD	Immediate if in stock
ShelterBox (tent + complete equipment)	1 family (10 people)	~1,000 USD	48-96h (order via District)
Host family accommodation	1 family	Variable	Immediate

Setting up a collective shelter, minimum checklist:

- Agreement from the owner or town hall to use the building
- Structural check of the building (no major cracks, intact roof)
- Access to water (even by delivery)
- Access to toilets (minimum 1 per 20 people)
- Minimum lighting (lanterns, solar lamps)
- Separation of spaces by family (minimum privacy, even with tarps)
- Safe space for women and children
- Entry register with name, number of persons per family, specific needs
- Site manager identified (Rotarian or trusted resident)
- Posted rules of life (schedules, hygiene, safety, no alcohol)

First aid

The club is not a medical service. But basic first aid can save lives while waiting for professional emergency services.

What the club CAN do:

- Basic first aid by trained members (PSC1/SST or equivalent)
- Setting up a first aid station with available equipment
- Triage: directing the seriously injured to functional hospitals
- Distributing basic medications (paracetamol, antiseptics, bandages) if a club doctor supervises

What the club must NOT do:

- Administer prescription medications without a doctor
- Perform advanced medical procedures (sutures, fracture reductions)
- Transport seriously injured persons without proper training and equipment
- Substitute for emergency services when they are operational

Priority 2, Protection of vulnerable persons

Identifying the vulnerable

The most vulnerable persons are often the most invisible. They do not travel to distribution points. They do not cry out for help. You have to go find them.

Group	Specific risk	Required action
Elderly living alone	Isolation, inability to move, essential medications	Home visit, evacuation if necessary
Children separated from parents	Exploitation, trauma, rapid dehydration	Immediate care, reporting to authorities
Persons with disabilities	Inability to evacuate independently, loss of equipment	Evacuation assistance, equipment replacement
Pregnant women	Risk of premature delivery, need for medical follow-up	Referral to medical facility
Chronically ill	Treatment interruption (diabetes, dialysis, HIV)	Urgent identification, liaison with pharmacies/hospitals
Homeless persons	No fallback shelter, lack of social network	Integration into collective shelters

Organize systematic neighborhood visits

Organize pairs of members who walk the streets of your area of responsibility:

1. Knock on every door. Identify persons still present.
2. Check the state of the housing (habitable or not).
3. Ask if the person needs help to evacuate.
4. Check access to water, food, medications.
5. Note the addresses of vulnerable persons identified.
6. Immediately report any critical situation to the coordinator.

Securing collective shelters

A poorly managed collective shelter becomes a place of tension, theft, even violence. Safety is not a luxury, it is a requirement from the first night.

Measure	Detail	Responsible
Nighttime lighting	Solar or battery lamps in common and sanitary areas	Logistics
Permanent presence	At least 2 trusted Rotarians or volunteers on site at night	Team leader
Separation of spaces	Families grouped, dedicated space for single women children	Site manager
Entry/exit register	Who is on site, who enters, who leaves	Reception
Posted emergency number	Contact for site manager and emergency services	Communications
Clear prohibitions	Alcohol, weapons, violence, zero tolerance, posted	Site manager

Priority 3, Communication

Communication is not the last of the priorities because it is less important. It comes third because the first two must be launched before communicating about them. You do not communicate about what you are going to do. You communicate about what you are doing.

Internal communication (club members)

Frequency: Every 4 to 6 hours during the first 72 hours.

Standard content (WhatsApp / SMS):

```
[UPDATE - Rotary [Club name]]
[Date] [Time]

SITUATION: [2-3 line summary]
ACTIONS IN PROGRESS: [short list]
NEEDS: [what is missing]
NEXT MEETING: [location, time]
NEXT MESSAGE: [time]
```

Communication to the District

Format: SITREP (see template in Chapter 12). One SITREP every 6 hours during the first 72 hours (cadence harmonized with ch00), then daily.

The SITREP must contain figures, not impressions:

- Exact number of beneficiaries served
- Quantities distributed (liters of water, number of meals, kits)
- Number of volunteers deployed
- Amount spent
- Unmet needs

Public communication

A single statement in the first 24 hours. Factual. Sober. No dramatization.

First statement template:

```
The Rotary Club of [name] is mobilizing following [event] that struck
[area] on [date].

Our teams have been in the field for [number] hours. To date:
- ___ families have received emergency water and food
- ___ persons are sheltered in ___ temporary shelters
- ___ Rotarian volunteers are mobilized
```

We are working in coordination with [local authorities / Rotary District / other organizations].

To help: [donation link or information]

For more information: [spokesperson contact]

What the club can do alone vs. what requires external support

This is the strategic question of the first 72 hours. The answer depends on the scale of the event and the capacity of your club. Here is a decision guide.

The club can handle alone (DCA-3)

Area	Club-alone threshold
Population affected	< 500 persons
Displaced families	< 50 families
Water distribution	< 200 persons/day
Food distribution	< 100 families
Shelters	< 3 small collective sites
Budget required	< 5,000 USD
Expected duration	< 1 week
Volunteers required	< 30 persons

The club needs the District (DCA-2)

Area	Threshold requiring the District
Population affected	500 - 5,000 persons
Displaced families	50 - 500 families
Budget required	5,000 - 25,000 USD
Expected duration	1 - 4 weeks
Need for volunteer reinforcement	> 30 persons
Need for specialized equipment	ShelterBox, water purification station
Need for TRF funding	Disaster Response Grant

Major disaster, National/international support (DCA-1)

Area	Threshold requiring international support
Population affected	> 5,000 persons
Affected area	Several municipalities or districts
Infrastructure	Destroyed hospitals, cut roads
Budget required	> 25,000 USD
Expected duration	> 1 month
Coordination need	Multi-agency, government, NGOs

Decision tree: when to escalate

```

Does the situation exceed the club's capacity?
|
+-- NO → DCA-3: The club handles alone, committee in standby
|       Inform the District (SITREP), but no request for support
|
+-- YES → Does the club need funding > 5,000 USD?
|
|   +-- NO → Does the club need additional volunteers
|           or specialized equipment?
|           |
|           +-- NO → Reinforced DCA-3: request ad hoc support
|                   from the District
|           |
|           +-- YES → DCA-2: District activation, committee activated
|                   → Contact DRO for inter-club coordination
|                   → Request a DRG if budget > 10,000 USD
|
+-- YES → Does the affected area exceed a single district?
|
|   +-- NO → DCA-2: District activation, committee activated
|           → DRG + possibility of Global Grant
|           → ShelterBox if shelter need
|
|   +-- YES → DCA-1: Major disaster, full operation
|           → Multi-district activation
|           → Global Grant + ShelterBox + DNA-RAG
|           → Coordination with RI

```

Fundamental rule: Escalate early. Do not wait until you are overwhelmed to ask for help. A DRG typically takes 2-4 weeks to be validated, 24-48 hours only on pre-impact submission for a named storm. A ShelterBox takes 48-96 hours to arrive. If you wait until you are at breaking point to ask, you lose critical days.

Documentation from the first hour

Let us repeat it because it is critical: documentation begins at H+0, not at the end of the operation.

Why documenting is vital

1. DRG reimbursement. The Rotary Foundation requires supporting documents for every dollar spent. A missing receipt can invalidate an application.
2. Credibility. Donors want proof. The media want photos. Authorities want figures.
3. Lessons learned. Without documentation, there is no feedback. And the same mistakes repeat themselves.
4. Legal protection. In case of complaint, accident, or dispute, your documentation is your defense.

The minimum documentation system

Put these five registers in place from day one:

Register	Content	Medium	Responsible
Financial register	Every expense, every receipt, every donation received	Accounting notebook + photos of receipts	Treasurer
Beneficiary register	Name, address, number of persons, aid received, date, signature	Pre-printed paper forms	Distribution manager
Volunteer register	Name, hours worked, tasks performed	Daily attendance sheet	Volunteer coordinator
Operational logbook	Every decision, every event, every incident	Single notebook kept by the coordinator	Disaster Coordinator
Photo file	Dated and geolocated photos of each action	Dedicated phone or shared cloud folder	Documentarian

Photographic standards

Photos have documentary value only if they follow these rules:

Rule	Detail
Timestamp	Activate date and time in your camera settings
Geolocation	Activate GPS for photos
Context	Photograph wide (overview) THEN close-up (detail)
Consent	Do not photograph the faces of victims without their agreement
Dignity	Never photograph corpses, serious injuries, persons in distress
Organization	One folder per day, named with the date (e.g., 2026-03-10)

Rule	Detail
Backup	Cloud copy as soon as possible (Google Drive, OneDrive)

Daily report template (0-72h)

This report is sent each evening to the District DRO before 8:00 PM.

DAILY REPORT - Rotary Club of [name]

Date: [date] Day: D+[number]

1. SUMMARY OF THE DAY (3-5 lines)

2. BENEFICIARIES SERVED TODAY

Water distributed: _____ liters
 Meals distributed: _____ meals
 Hygiene kits: _____ kits
 Families sheltered: _____ families
 First aid: _____ persons

3. VOLUNTEERS

Active Rotarians: _____
 Active non-Rotarians: _____
 Cumulative hours: _____ hours

4. FINANCES

Daily expenses: _____ USD
 Cumulative expenses: _____ USD
 Available funds: _____ USD

5. INCIDENTS

No incident
 Incident(s) reported: _____

6. UNMET URGENT NEEDS

7. FORECASTS FOR TOMORROW

Drafted by: _____

Validated by: _____

Sent to: District DRO [number] - Time: _____

The 72-hour rule

After 72 hours, you must be able to answer these seven questions. If you cannot, it means something is missing from your response.

#	Question	Your expected answer
1	How many people have you helped?	Exact figure, drawn from your registers
2	How many volunteers are mobilized?	Exact figure, with cumulative hours
3	How much have you spent?	Exact amount, with receipts for every expense
4	What are the unmet needs?	Prioritized and quantified list
5	What is your activation level?	DCA-3, 2 or 1, confirmed with the District
6	Have you requested a DRG?	Yes (in progress approved) or No (not needed)
7	What is your capacity for the next 7 days?	Honest assessment of what you can sustain

Mandatory transition to stabilization at H+72

At H+72, you transition to the stabilization phase (Chapter 14) even if volunteers want to continue in emergency mode. This is non-negotiable. Three reasons:

1. The emergency pace is unsustainable beyond 72h, errors, accidents, exhaustion.
2. The nature of needs changes: we move from rescue to duration (daily meals, housing, hygiene).
3. External coordination awaits this signal: Red Cross, town hall, DRO organize themselves by phases.

Transitioning does not mean slowing down. It means changing cadence: 8-hour maximum days, strict rotations, formalized registers, controlled budget.

If you can answer these seven questions with precise figures, your response is structured. You are ready for the stabilization phase.

Notes

PART III
ACT WITH OUR OWN RESOURCES

Chapter 14

Stabilization: from 72 hours to 2 weeks

The adrenaline of the first 72 hours subsides. Professional rescuers are in place, or not. The media begin to look away. And this is when the real work begins.

The stabilization phase is the longest, the most costly and the most demanding. It is the phase where unprepared clubs collapse: volunteer exhaustion, financial slippage, loss of operational control. It is also the phase where a well-organized club makes the lasting difference.

This chapter covers four ongoing operations: community kitchens, distribution points, daily coordination and financial management. Each section is designed to be directly operational, you can photocopy these pages and give them to a team leader.

Community kitchens

When victims no longer have cooking facilities, when shops are closed, when family food stocks are exhausted, the community kitchen becomes the logistical heart of your operation. It is also one of the most complex and risky posts. A mass food poisoning in the middle of a disaster would be a disaster within the disaster.

Sizing

Before setting up a kitchen, determine your target capacity. This table links capacity to the required setup.

Target capacity	Cooks	Kitchen assistants	Logistics	Team leader	Total staff	Minimum area
100 meals/day	2	4	3	1	10	30 m ²
200 meals/day	3	6	5	1	15	50 m ²
500 meals/day	5	12	10	2	29	100 m ²

Indicator for the DRG: Each meal distributed is a measurable deliverable. 200 meals/day for 14 days = 2,800 meals = a solid figure in your stewardship report.

Complete equipment

Cooking equipment

Equipment	Quantity (for 200 meals/day)	Estimated cost
Industrial gas stoves (2 burners)	3 units	300-600 USD
50-liter stainless steel pots	4 units	300-600 USD
Industrial pans sauté pans (60 cm diam.)	2 units	100-200 USD
HACCP cutting boards (color-coded)	1 set (red, green, blue)	30-50 USD
Professional knives (chef, vegetable, bread)	1 set	40-80 USD
Stainless steel serving utensils (ladles, spatulas, tongs)	10 pieces	50-100 USD

Equipment	Quantity (for 200 meals/day)	Estimated cost
Stainless steel gastronorm pans (GN 1/1 and 1/2)	10 units	150-250 USD
Insulated containers for transport	2 units	100-300 USD
Folding work tables	4 units (4 linear m min.)	200-400 USD
Kitchen scale (30 kg capacity)	1 unit	30-50 USD

HACCP cutting board color code: Red = raw meat. Yellow = raw poultry. Blue = fish and seafood. Green = fruits and vegetables. White = dairy and bakery. Brown = cooked meat. This distinction prevents cross-contamination. It is not optional.

Hygiene and food safety

Equipment	Quantity day	Cost
Standalone handwashing station with tank	1 unit (fixed)	100-300 USD
Liquid antibacterial soap, touchless	2 liters day	5 USD/day
Hand sanitizer (1 L per station)	4 liters day	10 USD/day
Nitrile disposable gloves	100 pairs day	10 USD/day
Hair nets hair covers	20 day	3 USD/day
Disposable or washable aprons	10 day	5 USD/day
Reinforced 120 L trash bags	20 day	5 USD/day
Food-grade cleaning products	2 liters day	5 USD/day
Food probe thermometer	2 units (fixed)	30-50 USD
Refrigeration thermometer	2 units (fixed)	20-30 USD
Kitchen first aid kit	1 unit (fixed)	30-50 USD
Class F fire extinguisher (grease fires)	1 per cooking zone	40-80 USD

The handwashing station is mandatory. There is no exception. If you cannot install a handwashing station with clean water and soap at the entrance to the cooking area, you cannot open the kitchen.

Storage

Equipment	Quantity	Cost
Refrigerator or mobile cold room	1 unit (if electricity)	500-2,000 USD
Rigid 100 L coolers	4 units	300-600 USD
Ice blocks bagged ice	20 kg/day	10 USD/day
Elevated shelving (min. 15 cm off ground)	4 units	100-200 USD
Airtight containers for dry goods	10 units	50-100 USD
Rain/sun protection tarps	50 m ²	50-100 USD
Kitchen tent structure (6 × 3 m)	1 unit	500-1,500 USD

The 5 non-negotiable hygiene rules

These five rules must be posted prominently, in several languages if necessary, in the cooking area. They must be repeated at every briefing. They are not recommendations, they are obligations.

#	Rule	Standard	Verification
1	Handwashing	Before each handling, after each break, after using the toilet	Direct observation by team leader
2	Raw/cooked separation	Never any contact between raw and cooked foods. Utensils differentiated by color.	Check boards and utensils
3	Full cooking	Core temperature ≥ 63 °C (meats), ≥ 74 °C (poultry)	Probe thermometer at each service
4	Cold chain	Perishables between 0 and 4 °C. If not possible: non-perishables only.	Cooler thermometer at 6:00 AM and 2:00 PM
5	Continuous cleaning	Surfaces disinfected every 2 hours minimum	Signed cleaning register

Daily hygiene checklist

This checklist is filled out twice a day, morning and evening, by the kitchen team leader.

- Cooler temperature checked at 06:00: ___ °C (acceptable: 0-4 °C)
- Cooler temperature checked at 14:00: ___ °C
- Handwashing verified at each start of shift
- PPE wearing verified (hairnet, apron, gloves)
- Work surfaces disinfected before each service
- Cooking temperature verified with probe thermometer: ___ °C
- Bins emptied between each service
- No food on the floor, elevated storage verified
- Traceability register filled (origin, date, time of each batch)
- Immediate reporting of any sick person in the kitchen
- Full end-of-day cleaning performed

Staff rotations

Three rotating teams to cover the day. A kitchen volunteer must never exceed 8 consecutive hours, kitchen fatigue is dangerous (burns, cuts, hygiene errors).

Rotation	Hours	Main tasks
Morning team	05:00 - 13:00	Breakfast + lunch preparation
Afternoon team	12:00 - 20:00	Lunch service + dinner preparation + cleaning
Night team	19:00 - 23:00	Dinner service + full cleaning + next-day preparation

The one-hour overlap between teams is intentional: it allows for information transfer and continuity.

Community kitchen budget

Daily operating costs

Line item	100 meals/day	200 meals/day	500 meals/day
Food (2-4 USD/meal)	200-400 USD	400-800 USD	1,000-2,000 USD
Gas fuel	25 USD	45 USD	100 USD
Hygiene consumables	15 USD	25 USD	50 USD
Disposable tableware	30 USD	60 USD	150 USD
Drinking water (cooking + cleaning)	20 USD	35 USD	75 USD
Ice refrigeration	15 USD	25 USD	50 USD
Daily total	305-505 USD	590-990 USD	1,425-2,425 USD
Total over 14 days	4,270-7,070 USD	8,260-13,860 USD	19,950-33,950 USD

Initial investment (durable equipment)

Equipment	Estimated cost
Industrial stoves (set of 4)	400-800 USD
50 L stainless steel pots (set of 4)	300-600 USD
Folding tables (4 units)	200-400 USD
Gastronorm pans (set of 10)	150-250 USD
Kitchen tent structure (6 × 3 m)	500-1,500 USD
Standalone handwashing station	100-300 USD
100 L coolers (4 units)	300-600 USD
Miscellaneous (extinguishers, thermometers, PPE)	200-400 USD
Total initial investment	2,150-4,850 USD

Funding: The Disaster Response Grant (max 25,000 USD) covers a 200-500 meals/day community kitchen for 14 days. Present a line-by-line budget in your application. The figures above are directly usable.

Food supply chain

Source	Type of goods	Advantages	Precautions
Local wholesale markets	Dry goods, fresh	Supports local economy, fast	Keep all receipts (TRF)
Local food donations	Fresh produce, canned goods	Free, fast	Check expiration dates systematically
Food banks	Canned goods, dry goods	Large volume, free	Variable delivery time
Partner NGOs (WFP, Red Cross)	Ready-to-eat rations	Guaranteed nutritional standards	Coordination to avoid duplicates
Supermarkets (wholesale agreement)	All types	Formal invoices	Negotiate disaster pricing

Stock management, absolute rules:

1. FIFO (First In, First Out). The oldest goods go out first. No exception.
2. Labeling. Each batch received is labeled with the reception date. No label = no stocking.
3. Daily inventory. Every morning before 07:00. Remaining stock noted in the register.
4. Advance ordering. Supply order placed 48 hours in advance for dry goods.
5. Buffer stock. Maintain a 3-day stock of non-perishables at all times.
6. Refusal of inappropriate donations. If a donation is expired, poorly packaged, or of unknown composition, it is refused. Politely but firmly.

Sample menus for 200 people

Menus must be simple, nutritious, adapted to local food habits, and achievable with basic equipment.

3-day rotating menu template:

Day	Breakfast (600 kcal)	Lunch (800 kcal)	Dinner (700 kcal)
Day 1	Rice porridge with milk + sugar + tea	Rice + red beans + oil + vegetables	Thick lentil soup + bread
Day 2	Bread + peanut butter + tea	Pasta + tomato sauce + sardines	Rice + vegetable stew
Day 3	Corn porridge + milk + sugar	Rice + canned fish + sautéed vegetables	Bean soup + bread + cheese

Quantities for 200 people / 1 main meal:

Ingredient	Quantity	Total weight
Rice (base)	200 g/person (raw)	40 kg
Beans (protein)	80 g/person (raw)	16 kg
Vegetable oil	20 ml/person	4 liters
Vegetables (onions, tomatoes, carrots)	100 g/person	20 kg

Ingredient	Quantity	Total weight
Salt	3 g/person	600 g
Cooking water	3 L kg of rice	120 liters

Points of Distribution (PODs)

The point of distribution is the interface between your logistics and the victims. A poorly organized POD means hours of waiting, tensions, jostling, accusations of favoritism. A well-organized POD means a smooth, traceable, and dignified operation.

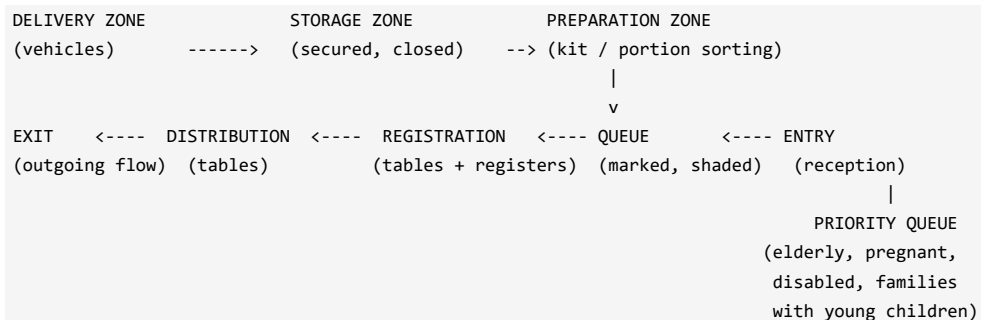
Site selection

A POD site is not chosen at random. Apply these criteria systematically.

Criterion	Minimum standard	Comment
Road accessibility	Road passable by delivery vehicle	Check daily, conditions change
Distance from beneficiaries	Radius <= 2 km from target population	Beyond that, the elderly and disabled will not come
Safety	Away from risk zones (flooding, landslides)	Daily risk assessment
Surface	Minimum 200 m ² for 200 beneficiaries/day	Includes queue, registration, distribution, exit
Shade	Tent, tarp, or tree	Waiting in the sun causes faintness and anger
Parking	Space for delivery vehicles	Separated from pedestrian area
Visibility	Location known to the population	Church, school, market square

Physical layout

The flow must be one-way. Beneficiaries must never go backward or cross paths with those who have already received their aid.



Equipment needed for a POD

Equipment	Quantity	Estimated cost
Folding tables (registration + distribution)	6	120-240 USD
Tents or tarps (30 m ² minimum)	2	200-600 USD
Crowd control barriers or marking tape	100 meters	30-60 USD
Information signs (hours, instructions)	4	20-40 USD
Megaphone or portable PA system	1	30-80 USD
Paper registry + pens (mandatory backup)	500 forms + 20 pens	20-40 USD
High-visibility vests	15	45-75 USD
Drinking water point for the queue	1 jerrycan 20 L + cups	15-30 USD
First aid kit	1	30-50 USD
Chairs for registration staff	6	30-60 USD
Total		540-1,275 USD

Crowd management

Crowd management is not a theoretical subject. Desperate, tired, hungry people waiting in the sun with their children, that is an explosive situation. Your job is to defuse it before it explodes.

Management rules:

Rule	Detail
Maximum capacity in waiting zone	50 people at a time
Separate priority queue	Elderly, pregnant women, families with children < 5 years, disabled persons
Staff-to-queue ratio	1 management officer per 50 people waiting
Regular communication	Megaphone every 15 minutes: progress, estimated waiting time
Waiting > 1 hour	Distribute water. Distribute time tickets (come back at such time).
Absolute prohibition	Never throw supplies into the crowd. Never.
Stop protocol	If jostling or altercation: immediate halt of distribution, evacuation of staff, resume after return to calm

The priority queue is not a favor, it is a humanitarian standard. Vulnerable persons cannot wait for hours. Clearly post priority criteria. Explain them on the megaphone. Transparency defuses resentment.

Beneficiary registration

Every person who receives aid is registered. No exceptions. This is the basis of traceability,

equity (no duplicates), and accountability to donors and TRF.

Registration form, data to collect:

Field	Type	Mandatory	Purpose
Unique number	POD-[NNN] (e.g., POD1-001)	Yes	Unique identification, anti-duplicate
Full name of head of household	Text	Yes	Identification
ID (type + number)	Text	If available	Verification
Number of persons in household	Number	Yes	Calculation of quantities
Address or location	Text	Yes	Mapping of needs
Specific needs	Checkboxes	Yes	Adaptation of aid
Supplies received (type, quantity, date)	Table	Yes	TRF traceability
Signature or fingerprint	Signature	Yes	Proof of receipt

Specific needs to check:

- Baby (< 2 years), need for milk, diapers
- Children (2-12 years), child food needs
- Elderly (> 70 years), need for medication, reduced mobility
- Disabled person, type: ____
- Pregnant / breastfeeding woman
- Chronic illness requiring treatment, type: ____

Registration logistics:

- 500 pre-printed forms minimum (print before disaster if possible)
- Reusable laminated beneficiary card (avoids duplicates in subsequent distributions)
- Spreadsheet entry at end of day (digital backup mandatory)
- Daily statistics forwarded to coordinator and District

Hours and rhythm

Parameter	Recommended standard
Opening hours	08:00 - 16:00 (8 hours maximum)
Pre-opening briefing	07:30 (30 minutes)
Staff break	12:00 - 13:00 (closure or rotation)
Cleanup and storage	16:00 - 17:00
Daily report	17:00 - 18:00

Daily coordination

Coordination is what distinguishes a humanitarian operation from well-intentioned chaos. Three appointments per day structure your operation.

Morning briefing (07:00, 30 minutes)

This briefing is mandatory for all team leaders. Field volunteers receive instructions from their team leader after the briefing.

Point	Responsible	Duration
Situation summary (evolution since yesterday, new information)	Disaster Coordinator	5 min
Stock and supply status (expected shortages, incoming deliveries)	Logistics manager	5 min
Team assignment and daily tasks (who does what, where, until what time)	Team leader	10 min
Safety points (weather, zones to avoid, previous-day incidents)	Safety officer	5 min
Questions from team leaders	All	5 min

Briefing output: Each team leader leaves with:

1. Their mission for the day, in writing
2. Their confirmed headcount
3. Their identified logistical needs
4. The emergency number of the day

Midday point (12:30, 15 minutes, by radio or WhatsApp)

A quick check between the coordinator and each team leader:

- Progress against morning objectives
- Problems encountered requiring a decision
- Afternoon adjustments if necessary

Evening debriefing (19:00, 30 minutes)

Point	Content	Duration
What worked well	Each team leader shares a success	5 min
Difficulties encountered and solutions found	Collective discussion	10 min
Adjustments for tomorrow	Coordinator's decisions	5 min
Verification of daily report	Figures, incidents, needs	5 min
Announcement of next-day plan	Who, what, where, when	5 min

Absolute rule of the debriefing: No one leaves the debriefing frustrated and silent. If a member has

a problem, they say it now. Things left unsaid kill teams faster than fatigue.

Daily report to the District

The daily report is sent to the DRO before 20:00. It uses the format defined in Chapter 13. In the stabilization phase, add:

- Evolution of the situation (improvement, degradation, stagnation)
- DRG tracking (amount received, amount spent, balance)
- Coordination with other actors (NGOs, authorities, other clubs)
- 3-day forecast (not just tomorrow)
- Relief needs (volunteers, equipment)

Disaster financial management

Money in a disaster is an accelerator and a risk. Well managed, it saves lives. Mismanaged, it destroys the club's reputation and invalidates your funding applications to The Rotary Foundation.

Fundamental principle: absolute traceability from the first cent

There is no such thing as a "small purchase without a receipt" in a disaster operation. Every expense is documented. Every donation is recorded. Every distribution is tracked. This is not bureaucracy, it is the sine qua non for:

1. Obtaining DRG reimbursement
2. Justifying the use of donations to donors
3. Accounting to club members
4. Protecting yourself legally in case of dispute

The disaster financial register

Open a dedicated register from the first purchase. Separate it completely from the club's current accounting.

Register format:

Date	Time	Description	Category	Supplier	Amount (USD)	Payment method	Receipt No.	Validated by
03/10	08:30	Bottled water (200 × 1.5L)	Water	Supermarket X	150.00	Cash	R-001	[initials]
03/10	10:00	Rice 50 kg (5 bags)	Food	Wholesaler Y	125.00	Transfer	R-002	[initials]
03/10	14:00	Tarps 4×6m (10 units)	Shelter	Hardware store Z	200.00	Cash	R-003	[initials]

Standard categories:

- Water
- Food
- Shelter
- Hygiene
- Health / first aid
- Transport / fuel
- Communication
- Equipment / materials
- Miscellaneous (to be systematically justified)

Receipt management procedure

1. Collection: Each member who makes a purchase returns the original receipt the same day.
2. Numbering: Each receipt receives a sequential number (R-001, R-002...).
3. Photograph: Each receipt is immediately photographed (digital backup).
4. Filing: Original receipts are filed in a folder, by date, in numerical order.
5. Entry: Each receipt is entered in the financial register within 24 hours.
6. Validation: Each line of the register is countersigned by a second manager (dual control).

If a purchase has no receipt: The member writes a sworn statement indicating the date, amount, nature of the purchase and reason for the missing receipt. This remains acceptable occasionally, but must not become the rule.

Dedicated donation bank account

If the club opens its own donation channels, and it should for any significant operation, the rules are strict.

Rule	Detail	Why
Separate account	Opened specifically for the disaster, distinct from the club's current account	Transparency, traceability
Dual signature	Any withdrawal or transfer requires two signatures (president + treasurer or vice-president)	Prevention of abuse
Donation register	Each donation received is recorded (donor, amount, date, method)	Thank-yous, tax receipts
Communication	Monthly report to donors on use of funds	Trust and transparency
Closure	The account is closed and the balance allocated when the operation is over	No dormant funds

Use of funds, priority hierarchy:

Priority	Use	% indicative of budget
1	Direct purchases for victims (water, food, shelter, hygiene)	70-80%
2	Operational logistics (transport, fuel, equipment)	10-15%
3	Communication and coordination	3-5%
4	Administrative costs (printing, supplies)	2-5%
5	Contingency reserve	5%

What must NEVER be funded by disaster funds:

- Meals or lodging for Rotarians not on mission
- Rotary-branded clothing or goodies
- Travel or trips not directly related to the operation
- Entertainment or reception expenses

Weekly financial report

Every week, the treasurer produces a financial report sent to the District and presented to members.

WEEKLY FINANCIAL REPORT

Rotary Club of [name] - Operation [name]

Week of [date] to [date]

1. AVAILABLE FUNDS

Balance at start of week: _____ USD

Donations received this week:	_____	USD
DRG received:	_____	USD
Other funding:	_____	USD
TOTAL AVAILABLE:	_____	USD
2. WEEK'S EXPENSES		
Water:	_____	USD
Food:	_____	USD
Shelter:	_____	USD
Hygiene:	_____	USD
Health:	_____	USD
Transport / fuel:	_____	USD
Equipment / materials:	_____	USD
Communication:	_____	USD
Miscellaneous:	_____	USD
TOTAL EXPENSES:	_____	USD
3. BALANCE		
Balance at end of week:	_____	USD
4. PROJECTION		
Planned expenses next week:	_____	USD
Anticipated deficit:	_____	USD
Need for additional funding:	YES / NO	
5. NUMBER OF RECEIPTS COLLECTED:		
Number of missing receipts:	_____	
Corrective actions:	_____	
Drafted by: _____ (Treasurer)		
Validated by: _____ (President)		
Date: _____		

Coordination with the Disaster Response Grant (DRG)

The DRG is your first source of external funding. Maximum 25,000 USD, typically approved in 2-4 weeks by The Rotary Foundation, and in 24-48 hours on pre-impact submission for a named storm. It will be paid after justification of use.

What the DRG funds:

- Drinking water and purification
- Emergency food
- Temporary shelters and rebuilding materials
- Medical and hygiene supplies
- Clothing and blankets
- Logistical transportation
- Tools and debris removal equipment

What the DRG does NOT fund:

- Volunteer salaries
- Permanent club equipment
- Club operating costs
- Cash donations to victims (except in special approved cases)

Application sequence:

1. The club President drafts the application with the District DRO
2. The DG forwards it to The Rotary Foundation
3. Approval in 2-4 weeks (24-48 hours on pre-impact submission for a named storm)
4. Disbursement to the account of the District or club
5. Use in accordance with the presented budget
6. Stewardship report with supporting documents within 12 months

Tip: Start spending your own funds immediately, and request the DRG in parallel. Do not wait for the DRG to act, the first 72 hours do not wait. The DRG will come to reimburse your expenses if they are properly documented.

When to close the community kitchen, objective criteria

Extending a kitchen beyond need maintains dependency and exhausts volunteers. Closing too early means leaving families without meals. Decide on criteria, not on feeling.

Close the kitchen as soon as TWO of the three criteria are met:

Criterion	Threshold
Functional local market	≥ 80% of food shops in the area have reopened
Kitchen unit cost	The cost per meal exceeds the price of an equivalent meal purchased on the local market
Attendance	Number of active beneficiaries < 20% of observed peak, over 3 consecutive days

Closure procedure (D-3 to D+0):

- D-3: announce the closure date to beneficiaries and partners (posting, town hall, Red Cross)
- D-2: direct remaining vulnerable beneficiaries to permanent social services (CCAS, Red Cross, food bank)
- D-1: stop purchases, liquidate perishable stocks (donation to an association or final distribution)

- D+0: closure. Complete cleaning, return of borrowed equipment, financial review
- D+7: closing report with photos, beneficiary register, expenses, integrated into the stabilization SITREP

Monitoring indicators in the stabilization phase

Post these indicators on a board in your HQ. Update them daily. They are your dashboard.

Indicator	Target	Measurement frequency
Number of meals served day	According to installed capacity	Daily
Liters of water distributed day	15 L × number of beneficiaries	Daily
Number of families sheltered	All identified homeless	Daily
Number of active volunteers	According to needs	Daily
Cumulative volunteer hours	To document (Grant valuation)	Daily
Cumulative expenses vs. budget	< 100% of approved budget	Daily
Receipts collected expenses made	100%	Daily
Safety incidents	0	Daily
Cases of food poisoning	0	Daily
Daily report sent to District	Before 20:00 every day	Daily

This chapter gives you the complete operational framework to hold for two weeks. If after two weeks the situation has not stabilized, it means the scale exceeds DCA-3. Escalate to the District. Ask for relief. Protect your volunteers. The recovery phase (Part IV) will take over.

Notes

Notes

PART III
ACT WITH OUR OWN RESOURCES

Chapter 15

Lead volunteers on the ground

You know how to manage teams. You have done it in your companies, your firms, your hospitals. But managing volunteers in a disaster is not managing office colleagues. People are not paid. They are tired, sometimes themselves victims. They arrive with good intentions and no training. Some will last 12 hours and ask to stay. Others will break after 2. And dozens of people you have never seen will show up spontaneously.

This chapter does not teach you leadership, it gives you the field specifics of volunteer management in a disaster. The procedures, the non-negotiables, the pitfalls.

The non-negotiables: registration, briefing, equipment

Before a volunteer touches anything in the field, three steps are mandatory. Not recommended, mandatory. No exception, including for club Rotarians.

1. Registration and enrollment

Every volunteer is entered in a central register before any deployment. No register, no field.

Registration form, data to collect:

Field	Mandatory	Why
Full name	Yes	Identification, insurance
Phone number	Yes	Emergency communication
Emergency contact (name + phone)	Yes	In case of accident
Rotary club affiliation (or "unaffiliated")	Yes	Traceability, insurance
Specific skills (medical, construction, cooking, HGV driving, languages)	Yes	Optimal assignment
Physical condition (self-assessment + limitations)	Yes	Safety, adapted assignment
Allergies current medical treatments	Yes	Medical safety
Availability (days, hours)	Yes	Planning
Vehicle available (yes/no, type)	Recommended	Logistics

Each volunteer receives:

- A unique identification number (format: VOL-[year]-[sequential number], e.g., VOL-2026-001)
- A laminated name badge with their number, assigned team and emergency number
- The assignment of this badge is recorded in the register

2. Safety briefing

The safety briefing is **MANDATORY** before any deployment. No exceptions.

Duration: 45 minutes for the initial briefing. 15 minutes for daily updates.

Content of the initial briefing:

Block	Duration	Content
Situation	10 min	Nature of event, affected area, current state, residual risks, weather
Organization	5 min	Chain of command, key contacts, who decides what
Safety	15 min	Prohibited zones (show on map), specific hazards, mandatory PPE, accident procedure, evacuation procedure, assembly point, emergency number, buddy rule
Conduct	5 min	Respect for victims, no photos without consent, confidentiality, no alcohol
Questions + signature	10 min	Each volunteer signs a briefing attestation

The briefing attestation must mention:

- "I have received and understood the safety instructions"
- "I agree to follow the rules set by the coordinator"
- "I understand that I may be removed from the field if I do not follow these rules"
- Date, name, signature

Keep these signed attestations. They are your legal protection in case of an accident.

3. Individual equipment

Provided by the organization (club or district):

Equipment	Use	Mandatory
High-visibility vest (Rotary-identified if possible)	Identification, road safety	Yes
Laminated name badge	Identification	Yes
Reinforced work gloves (right size)	Hand protection	Yes
FFP2 mask	Debris removal, dust	Depending on mission
Safety glasses	Debris removal, cutting	Depending on mission
Hard hat	Unstable structures	Depending on mission
Safety boots or reinforced shoes	Foot protection	Depending on mission

To be brought by the volunteer (communicate the list 48h in advance or at registration):

- Clothing adapted to the season and mission
- Sturdy closed-toe shoes (no sandals, this is grounds for refusal)
- Personal water bottle (minimum 1.5 liters)

- Sun protection (hat, cream)
- Personal medications for the duration of the mission
- Charged cell phone + portable charger
- ID
- Change of clothes

Insurance and legal liability

This is the subject everyone forgets until the accident. And when the accident happens, it is too late.

Aspect	Action required	Responsible	Deadline
Club liability insurance	Verify that coverage includes disaster activities	Treasurer	BEFORE the disaster
Non-Rotarian volunteers	Verify or subscribe to specific temporary insurance	Treasurer	Upon registration
Personal vehicles used	Verify each vehicle is covered for professional/humanitarian use	Each driver	Before use
Liability waiver	Have an acceptance-of-inherent-risks form signed	Coordinator	At registration
Workplace accidents	Verify local legislation applicable to volunteers	Member lawyer	BEFORE the disaster

Laws on volunteer liability vary considerably by country and jurisdiction. Identify a lawyer among your members or in your Rotary network. Consult them BEFORE deployment. If your club has no insurance coverage for disaster activities, fix this problem now, not during the crisis.

Civil liability for non-Rotarian volunteers

A non-Rotarian volunteer is injured while unloading pallets at the club's distribution point. Who pays, and who is named?

In most jurisdictions, an undeclared and uninsured volunteer engages the civil liability of the club and, by name, the liability of the president on duty. Goodwill does not transfer risk; written coverage does. This is the single most overlooked exposure of a club operation involving outside helpers.

Three actions to validate BEFORE any deployment with non-Rotarian volunteers:

1. Confirm scope of the club's standard policy. Call your insurer and ask, in writing, whether the club's civil liability policy covers non-member volunteers participating in a disaster operation, not only registered Rotarians. Many standard policies cover members only.

2. If standard cover is insufficient, take out a temporary policy dedicated to the operation. Typical cost in many markets: USD 100-300 for a few weeks of cover, depending on headcount and activities. Ask three insurers; do not improvise.
3. Have every non-Rotarian volunteer sign a registration form that names them, their next-of-kin contact, the role assigned, and a one-line statement that the club's insurance covers their participation under the policy referenced. The form goes in the operation file from day one.

When not to accept a volunteer. If, by the time someone shows up to help, the club's coverage for non-members is not confirmed in writing, the safer move is to defer their integration until coverage is in place. Limit the operation to insured Rotarians in the meantime. A delayed deployment is recoverable; a personal lawsuit against the president on duty is not.

A model registration form is available in Appendix A. Adapt it to your insurer's wording and to local law before use.

Team organization: 5 teams, 1 leader per 12

Operational structure

```

GENERAL VOLUNTEER COORDINATOR
|
+-- Team leader A - KITCHEN / FOOD
|   +-- 8-12 volunteers
|       (cooks, kitchen assistants, service)
|
+-- Team leader B - DISTRIBUTION / POD
|   +-- 8-12 volunteers
|       (registration, distribution, crowd management)
|
+-- Team leader C - DEBRIS REMOVAL / CLEANUP
|   +-- 6-10 volunteers
|       (physical work, tools, debris transport)
|
+-- Team leader D - LOGISTICS / TRANSPORT
|   +-- 4-6 volunteers
|       (purchases, deliveries, storage, inventory)
|
+-- Team leader E - RECEPTION / REGISTRATION
    +-- 4-6 volunteers
        (reception of victims, reception of spontaneous volunteers,
         registration, orientation, basic psychological support)

```

The rule: 1 team leader for a maximum of 10 to 12 volunteers (the span of control recommended by ICS / NIMS is 1:5 optimal and 1:8 maximum; humanitarian field practice is more flexible). Beyond 12, supervision becomes impossible, split the team. A team leader who

supervises 20 volunteers in reality supervises none.

Team leader profile

The team leader is not necessarily the most technically experienced. They are the one who:

- Knows how to give clear instructions
- Stays calm under pressure
- Verifies that safety instructions are followed
- Counts their volunteers every hour
- Escalates problems to the coordinator without delay
- Knows how to say stop when fatigue or risk demand it

7-day rotation

The rotation schedule is designed so that each volunteer has a mandatory rest day every 5 days. Fatigue is the primary accident factor.

Day	Group 1	Group 2	Group 3
Monday	Kitchen + POD	Debris removal	Rest
Tuesday	Debris removal	Rest	Kitchen + POD
Wednesday	Rest	Kitchen + POD	Debris removal
Thursday	Kitchen + POD	Debris removal	Rest
Friday	Debris removal	Rest	Kitchen + POD
Saturday	Rest	Kitchen + POD	Debris removal
Sunday	Lighter rotation, recovery, weekly briefing		

The Logistics team rotates independently, with reduced staffing on Sunday.

Time rules

Parameter	Rule	Tolerance
Maximum shift duration	8 hours	None, 8h, period
Mandatory break	15 min every 2h + 1h meal	None
Minimum rest between two shifts	12 hours	None
Mandatory rest day	1 day 5 days worked	None
Maximum continuous deployment duration	14 days	Medical evaluation required beyond

The volunteer who insists on staying beyond their hours is a warning signal, not a hero. They are tipping into emotional over-investment. Remove them from the field. Gently but firmly.

Managing spontaneous volunteers: the main challenge

After every high-profile disaster, dozens, sometimes hundreds of people show up spontaneously to help. It is wonderful and it is a problem. Unsupervised spontaneous volunteers become an obstacle: they clog access roads, use resources intended for victims, get injured for lack of training, and create legal liability issues.

Your mission: channel this energy, not push it away.

The Volunteer Reception Center (VRC)

When to activate: As soon as more than 10 unaffiliated volunteers show up spontaneously.

Location: Separate from the operational HQ and distribution areas. Spontaneous volunteers must not interfere with ongoing operations.

Required equipment:

Equipment	Quantity	Use
Tables and chairs	4 registration stations	Simultaneous registration
Registration forms	200 pre-printed copies	Enrollment
Visible welcome sign	1 (A0 format minimum)	"VOLUNTEER RECEPTION, Registration mandatory"
Vests for the reception team	4	Staff identification
Board of available missions	1 (updated in real time)	Transparent assignment
Water point and snacks	Permanent	Comfortable wait
Basic PPE kit	Gloves, masks, vests	Minimum equipment

5-step reception process

Step 1, Welcome (2 minutes) Welcome warmly. Thank the person for their gesture. Explain the process: "For your safety and our effectiveness, we register each volunteer and do a safety briefing before deployment. This takes about 30 minutes."

Step 2, Registration (5 minutes) Fill out the standard registration form (see previous section).

Step 3, Rapid assessment (3 minutes)

Criterion	Acceptable	Not acceptable, Action
Physical condition	Fit for the requested task	Injured, sick, intoxicated → refusal or redirection
Equipment	Closed-toe shoes, adapted clothing	Sandals, unsuitable attire → provide PPE if available, otherwise adapted task
Age	>= 16 (minor necessarily accompanied)	< 16 unaccompanied → refusal
Emotional state	Stable, ready to work	In distress → refer to psychological support

Step 4, Safety briefing (15 minutes, by group of 10-20) Condensed version of the full briefing. Essential points: hazards, prohibited zones, buddy rule, emergency number, what to do in case of problem.

Step 5, Assignment

Declared skill	Possible assignment	Verification required
No specific skill	Donation sorting, light cleaning, meal service, light handling	No
Cooking	Community kitchen (as assistant)	1-hour observation
Building construction	Debris removal, tarping, light repairs	Yes, verifiable diploma or experience
Medical	First aid post	Yes, diploma mandatory
HGV driving	Logistical transport	Yes, verified license
Foreign languages	Reception, beneficiary registration, translation	No
Accounting administration	Financial management, data entry, registers	No
Communication journalism	Documentation, writing, social media	Validation by spokesperson

Tactfully redirecting an unsuitable volunteer

Diplomacy is essential. Every person who shows up has made the effort to come. Rejecting them bluntly is cruel and counterproductive, this person will talk about their experience, and your reputation is at stake.

Situation	Recommended response
Poor physical condition	"We have tasks that do not require physical effort: phone calls, data entry, donation sorting. Otherwise, a financial donation is just as valuable as your presence."
State of intoxication	"For safety reasons, we cannot integrate you today. Come back tomorrow morning, we will be happy to welcome you."
Unaccompanied minor	"We would be delighted to welcome you with a parent or guardian. Come back with an adult."
Person too emotionally affected	"Before we put you to work, come talk with our support team. Taking care of yourself is as important as helping others."
Person who refuses instructions	"We work as a team for everyone's safety. If this framework does not suit you, you can help in other ways: fundraising, spreading information on social networks."
Person coming "with their own project"	"Thank you for your initiative. To avoid duplicates, we integrate all aid into our coordinated setup. Let's talk about what you can contribute within this framework."

Managing the peak and the decline

Spontaneous volunteers arrive en masse in the first 48-72 hours, then disappear. Anticipate this cycle.

Period	Volunteer flow	Your action
0-48h	Massive peak, more volunteers than tasks	File the forms, build a call-back list, assign in waves
48h-1 week	Significant but decreasing flow	Plan rotations, identify the most reliable
1-2 weeks	Rapid decline	Call back the best volunteers, actively solicit
2 weeks+	Very few spontaneous volunteers	Rely on Rotarians and retained volunteers

Integration of inter-club and external volunteers

When the District activates a DCA-2 or DCA-1, volunteers from other Rotary clubs arrive. They are motivated, often well organized, but they do not know your terrain.

Coordination with non-local clubs

Rule	Detail
Through the DRO	Any offer of help from an outside club goes through the District DRO
Single point of contact	The host club designates a single interlocutor for outside volunteers
Same briefing	Outside volunteers follow the same registration and briefing process
Local culture	Inform outside volunteers of local customs, languages, sensitivities
Logistical autonomy	Visiting clubs provide their own logistics (transport, lodging, food)

What the visiting club must prepare BEFORE traveling:

1. Coordinate with the DRO, never arrive unannounced
2. Communicate the list of its volunteers with skills and availability
3. Ensure each volunteer has their own equipment
4. Provide for financial autonomy (not to be a burden on the local club)
5. Designate a group leader as single point of contact
6. Bring own equipment if possible (tools, vehicle, first aid kit)

Lodging

Option	Capacity	Cost	Recommendation
With local Rotarians	2-4 persons/home	0 USD	Ideal for small groups, promotes integration
Community hall (dormitory)	20-50 persons	50-200 USD/day	For larger groups
On-site camping	Variable	100-300 USD (equipment)	If conditions allow
Local hotel	Individual	50-100 USD/night/pers	For short missions or specialists

*Absolute financial rule: The expenses of outside volunteers are the responsibility of their own club.
Disaster funds serve the victims. Period.*

Field safety protocols

The buddy system

No one works alone. Ever. Not even for 5 minutes.

The buddy system is the basic rule of any field operation. Each volunteer is paired with a partner. They stay together, they monitor each other, they report any problem together.

The team leader assigns buddies at the morning briefing. Buddy change possible over days to avoid tensions, but never a solo volunteer.

Check-in / Check-out

Procedure	Detail	Responsible
Check-in	Each volunteer signs the attendance sheet upon arrival. Time noted.	Team leader
Check-out	Each volunteer signs the attendance sheet upon departure. Time noted.	Team leader
Verification	If a volunteer has not checked out 30 minutes after the end of their shift: immediate verification (call, then physical search).	Team leader + coordinator

Other non-negotiable safety rules

Rule	Justification
PPE wearing mandatory and verified by team leader	Physical protection
No alcohol consumption during service hours	Safety and judgment
No entry into a structure not inspected by a professional	Risk of collapse
Any volunteer may refuse a task they deem dangerous, without consequence	Fundamental right
No working near power lines on the ground	Risk of electrocution
Mandatory hydration: minimum 500 ml 2 hours in physical activity	Dehydration prevention

Accident protocol

1. Secure the area, prevent a secondary accident
2. First aid, by a trained member if available
3. Call professional emergency services if necessary
4. Notify the team leader then the coordinator, immediately
5. Fill out an incident report, time, place, circumstances, injury, actions taken, witnesses
6. Accompany the injured person, do not leave them alone
7. Inform the volunteer's emergency contact
8. Archive the report, keep for minimum 5 years

Weather protocols

Condition	Immediate action
Heat wave (> 35 °C)	Breaks every 45 min, mandatory water, reduction of heavy physical tasks
Thunderstorm lightning	Immediate stop of outdoor work, shelter in a hard building
Strong wind (> 60 km/h)	Stop work at height, secure loose equipment
Heavy rain	Stop debris removal (slide risk), fall back to indoor tasks
Extreme cold (< 0 °C)	Accelerated rotation (30 min work 15 min warming), hot drinks

After operations: the follow-up that makes the difference

The deployment is over. Volunteers return home. Your leader's work is not done, it changes nature.

Health follow-up at D+3

Three days after the end of the mission, each volunteer receives a phone call. Not an SMS, not an email, a call. From the coordinator or team leader.

Questions to ask:

- How are you physically? Pain, unusual fatigue?
- How are you sleeping? Nightmares, insomnia?
- Do you have images or scenes that come back involuntarily?
- Have you resumed your normal activities?
- Is there anything you would like to talk about?

If the person shows signs of distress: Refer to a mental health professional. Do not minimize. Do not say "it will pass."

Health follow-up at D+30

One month later, a new contact. This time, an email or a call, depending on the person's preference.

- Short questionnaire on physical and mental well-being
- Remind them that psychological support remains available
- Share the results of the intervention (the volunteer needs to know that their effort served)

Warning signs to monitor

Sign	What it may indicate	Action
Persistent sleep disorders	Post-traumatic stress	Refer to psychologist
Unusual irritability	Emotional exhaustion	Offer a meeting
Social isolation	Reactive depression	Direct contact, do not wait
Recurrent nightmares	PTSD	Urgent medical consultation
Persistent physical pain	Untreated injury	Medical consultation
Increased alcohol consumption	Dysfunctional coping mechanism	Confidential referral

Recognition

Recognition is not a bonus, it is a duty. Unthanked volunteers do not come back.

Form of recognition	For whom	Deadline
Verbal thanks at the last debriefing	All volunteers	Last day of operation
Letter of thanks signed by the President	All volunteers	< 2 weeks
Rotary certificate of participation	All registered volunteers	< 30 days
Mention in the club bulletin	All (with consent)	< 1 week
Rotary pin or badge	Team leaders and coordinators	Next club meeting
Rotary membership invitation	Exceptional non-Rotarians	When the situation is stable

Building the database for future activations

Today's disaster prepares tomorrow's response. Before closing the operation:

1. Consolidate all registration forms into a single database
2. Classify by skill, geographic availability and experience acquired
3. Ask each volunteer if they wish to be called back for future activations
4. Update contact details annually (one email per year is enough)
5. Share the database (anonymized: skills and availability, not names) with the District DRO

Valuation of volunteer hours: Scrupulously document cumulative hours. 500 volunteer hours valued at 25 USD/hour represent 12,500 USD in in-kind contribution, a significant lever in a Global Grant application.

Volunteer management indicators

Track these indicators and send them to the District in your reports.

Indicator	Target	Frequency
Registration rate before deployment	100%	Daily
Safety briefing completion rate	100%	Daily
Cumulative volunteer hours	To document	Daily
Volunteer beneficiary ratio	1 to 20-50	Daily
Safety incident rate	< 2 per thousand	Daily
Voluntary turnover rate (early departures)	< 10%	Weekly
Post-mission follow-up rate (D+3)	100%	Post-mission
Rate of volunteers willing to be called back	> 60%	Post-mission

A 25% early-departure rate signals a problem, conditions, management, or workload. An 80% call-back rate means you did things right.

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PART III
ACT WITH OUR OWN RESOURCES

Chapter 16

Communicate in crisis

In a disaster, communication is not a public relations exercise. It is an operational tool. Good communication coordinates teams, mobilizes resources, reassures members, attracts donations and protects the club's reputation. Bad communication, or no communication at all, generates confusion, rumors, distrust, and can destroy in a few hours what your club took years to build.

You do not need a communications director. You need clear rules, a single spokesperson, and the discipline to apply them when everything is moving fast.

One spokesperson, period

This is the most important rule of this chapter. A single person speaks on behalf of the club to the media and the public.

Not two. Not "depending on the topic." Not "the president for the media and the secretary for social media." One person. Identified. Designated before the disaster. With a deputy in case of unavailability.

Why this rule is absolute

- Two spokespersons saying slightly different things create a contradiction. The media love contradictions.
- A well-intentioned member who gives an approximate interview can commit the club to false figures, unsustainable promises, or political declarations.
- In a stressful situation, people talk too much, speculate, exaggerate. A trained spokesperson controls the message.

Spokesperson profile

Quality	Why
Calm under pressure	Journalists ask provocative questions, you must keep control
Factual	Says only what they know. "I don't have this information at the moment" is an acceptable answer
Available	Reachable 18h/day during the acute phase
Coordinated	In permanent contact with the Disaster Coordinator to have the latest figures
Aligned with the District	Never contradicts District spokesperson messages

What the spokesperson does and does not do

To do	Not to do
Communicate verified facts	Speculate on causes or developments
Give regular updates	Allow prolonged silence (the information vacuum is filled by rumors)
Show the club's concrete action	Exaggerate figures or results
Thank donors and volunteers	Forget to mention partners
Coordinate with the District	Contradict DG or DRO messages
Say "I don't know, I'll get back to you with the information"	Invent an answer to fill a blank

Instruction to all members

At the start of the operation, send this message to all members:

COMMUNICATION INSTRUCTIONS - [Club name]

All public communication (media, social networks, interviews) goes EXCLUSIVELY through our spokesperson:

Name: _____
 Phone: _____
 Email: _____

If a journalist contacts you, reply:
 "Thank you for your interest. Our spokesperson is [name], reachable at [number]. He/she will be able to answer all your questions."

Do NOT give any figure, any statement, any opinion to the media or on social networks without prior validation.

Communication channels by phase

Each response phase uses different channels for different audiences.

Alert phase (0-24 hours)

Channel	Use	Audience
SMS text message	Initial alert, verification of member status	Club members
WhatsApp "Disaster Committee"	Real-time operational coordination	Restricted committee
WhatsApp "All members"	General announcements, situation updates	All members
Direct phone	Alert to DG and DRO	District
Amateur radio (VHF/UHF)	Backup communication if networks saturated	Operational

Response phase (24-72 hours)

Channel	Use	Audience
WhatsApp groups	Inter-team coordination, field photos	Operational teams
Email	SITREP to the District, donor communication	District, donors
Club Facebook page	First public statement, call for donations	General public
Club website	Detailed information, donation link	General public
Phone	Coordination with authorities, NGOs, other clubs	Partners

Stabilization phase (72h - 2 weeks)

Channel	Use	Audience
Email	Daily operational reports	District
Social media	Regular updates with photos and figures	General public, donors
Club newsletter	Operation narrative, thanks	Members, regular donors
Weekly conference call	Coordination with the District	DRO, partner clubs

Recovery phase (2 weeks+)

Channel	Use	Audience
Email	Weekly reports	District, donors
Social media	Impact stories, before/after photos	General public
Impact report	Complete review with figures and testimonials	TRF, major donors
Thank-you event	Public recognition	Volunteers, donors, partners

Communication frequency

Frequency is not optional. It is scheduled. If you do not communicate, people assume the worst.

Phase	Frequency	Recipients	Format
0-24h (alert)	Every 2-4 hours	Members, DG, DRO	SMS/WhatsApp: 3-5 lines maximum
24-72h (response)	Twice a day (noon + evening)	Members, District, donors	Short SITREP (10-15 lines)
72h-2 weeks (stabilization)	Once a day (evening)	District, partners	Structured operational report
2 weeks+ (recovery)	Once a week	District, donors, public	Progress report + photos

Silence is your enemy. Even if you have nothing new to say, communicate: "Situation stable. Operations ongoing. Next update at 7:00 PM." The absence of communication creates anxiety.

Communication with the District: the SITREP format

The SITREP (Situation Report) is the standard communication format between the club and the District. It is designed to be read in 2 minutes by a DRO who may be managing 10 clubs simultaneously.

SITREP structure

```

SITREP No. [number] - Rotary Club of [name]
Date/Time: [date] [time]
Event: [type] - [location]

1. GENERAL SITUATION [3-5 lines maximum]
   [Evolution since the last SITREP. New facts.]

2. IMPACT (updated figures)
   Population affected: _____
   Families displaced: _____
   Beneficiaries served today: _____
   Cumulative beneficiaries: _____

3. OPERATIONS IN PROGRESS
   - [Action 1: status]
   - [Action 2: status]
   - [Action 3: status]

4. RESOURCES
   Active volunteers: _____
   Available funds: _____ USD
   Funds spent (cumulative): _____ USD
   DRG: requested / received / in progress _____

5. UNMET NEEDS

```

- [Need 1: urgency and quantity]
- [Need 2: urgency and quantity]

6. COORDINATION

[Who are you working with? Planned meetings?]

7. NEXT STEPS

[What you plan in the next 24-48 hours]

Next SITREP: [date/time]

Contact: [spokesperson - name, phone, email]

SITREP rules

Rule	Detail
Short	Maximum 1 page. If longer, it is a report, not a SITREP.
Factual	Figures, not opinions. "150 meals distributed," not "many people helped."
Numbered	Each SITREP has a sequential number. The DRO must be able to know if one was missed.
Timestamped	Precise date and time. Information ages fast in a disaster.
Sent on time	If you announce the next SITREP at 7:00 PM, it goes out at 7:00 PM. Not at 9:00 PM.

Communication with donors

Donors are your financial partners. They deserve to know exactly what their money produced. Transparent and regular communication with donors generates more future donations than any fundraising campaign.

Principles

1. Total transparency. Publish what you received and what you spent. If you made an allocation error, say so too.
2. Measurable impact. No vague formulas. "Your 500 USD donation funded 250 meals for 50 families over 5 days."
3. Photos and testimonials. With the consent of those photographed. Show distributions, kitchens, shelters, not victims in distress.
4. Personalized thanks. For large donations (threshold to be defined by the club), a call or personal letter from the President.
5. Tax receipts. If your club can issue tax receipts, send them quickly. A receipt sent 6 months after the donation is a lost receipt.

Donor communication calendar

Deadline	Communication	Content
D+1	Acknowledgment of donation	"Thank you. Your donation of [amount] has been received. It will be used for [purpose]."
D+7	First update	First-action figures, field photos
D+14	Second update	First fortnight review, consolidated figures
D+30	Interim impact report	Complete review: how much received, how much spent, how many beneficiaries, before/after photos
D+90	Final report	Complete operation review, thanks, lessons learned

Social media: principles, content, templates

Social media are an amplifier. They amplify good actions as much as mistakes. Master them or they will master you.

The 6 principles of social media in a crisis

#	Principle	Application
1	No publication without spokesperson validation	Even an Instagram post by a well-intentioned volunteer
2	No identifiable photos of victims without consent	Blur faces or photograph from behind if no consent
3	Systematically mention partners	NGOs, authorities, other clubs, Rotary does not work alone
4	Include the donation link if a fundraiser is active	Every post is a fundraising opportunity
5	Reply to comments and questions factually	Do not ignore, do not get angry, do not delete (except hate speech)
6	Publish regularly rather than massively	1-2 posts per day, not 10 posts in an hour then silence

Recommended content by phase

Phase	Content type	Tone	Frequency
First hours	Alert + mobilization	Sober, factual	1 post
First days	Concrete actions + needs	Active, concrete (field photos)	1-2 posts/day
First week	Impact + ongoing needs	Empathetic, mobilizing	1 post/day
Week 2+	Impact + thanks	Grateful, inspiring	3-4 posts/week

Phase	Content type	Tone	Frequency
After	Review + lessons	Retrospective, positive	1 final post

Post templates

Post 1, Initial alert (first hours)

[MOBILIZATION] The Rotary Club of [name] is mobilizing following [type of event] that hit [area] on [date].

Our assessment teams are in the field. We will be back with more information in the coming hours.

If you would like to help: [link or contact]

#Rotary #[event] #Solidarity

Post 2, Actions in progress (D+1 to D+3)

[DAY ___ - FIELD]

For [number] hours, our volunteers have been mobilized:

- ___ meals distributed to ___ families
- ___ liters of drinking water delivered
- ___ families sheltered in temporary housing

Needs remain immense. We need:

- [need 1]
- [need 2]

To donate: [link]

To help in the field: [contact]

Thanks to [partners] for their support.

[Photos of the action - NOT victims in distress]

#Rotary #[event] #HelpOnTheGround

Post 3, Impact report (D+14 or end of operation)

[REVIEW - ___ DAYS OF MOBILIZATION]

Thanks to you, thanks to our ___ volunteers, thanks to our partners, here is what we accomplished:

- ___ people received food
- ___ liters of drinking water distributed
- ___ families sheltered
- ___ cumulative volunteer hours

- ___ USD mobilized and used

Thanks to every donor. Thanks to every volunteer.
The work continues.

Full report: [link]

#Rotary #Impact #Thanks

Managing rumors and disinformation

In a disaster, disinformation is inevitable. It can take the form of local rumors ("Rotary keeps the aid for its members"), false information on social media, or accusations of favoritism in distribution.

The anti-rumor setup

Action	Responsible	Detail
Monitoring	1 dedicated member	Monitor local social media, community WhatsApp groups, comments on club posts
Detection	Same member	Immediately report to the spokesperson any false information circulating about the club
Verification	Spokesperson + coordinator	Verify facts before any response. Collect evidence (photos, receipts, lists)
Response	Spokesperson only	Factual, calm, documented response. Published on the same channels as the rumor.
Prevention	Proactive communication	The more verifiable facts you communicate, the less fertile ground rumors find

Frequent rumor types and responses

Typical rumor	Typical response
"Aid is diverted stolen"	Publish distribution registers (anonymized), distribution photos, receipts. "Every distribution is recorded. Our registers are audited by the District."
"Some families receive more than others"	Explain distribution criteria (household size, specific needs). "Each family receives according to the number of persons and identified needs."
"Rotary is doing nothing"	Publish precise figures. "Since D+0, we distributed meals, sheltered families, deployed volunteers for hours."

Typical rumor	Typical response
"Aid goes to Rotary friends"	Publish eligibility criteria and coverage area. "Aid is distributed based on needs assessment, not Rotary membership."
"Donations are not properly used"	Publish the financial report. "Here is the breakdown of how the USD received was used."

The golden anti-rumor rule

Never respond hot-headed to a public accusation.

1. Acknowledge the accusation
2. Verify the facts (24 hours maximum)
3. Draft a factual, quantified, non-emotional response
4. Have it validated by the spokesperson AND the club president
5. Publish on the same channel as the accusation
6. Do not enter into a debate. A single response message, factual. If the person insists, do not reply publicly, offer a private exchange.

The best weapon against rumors is documentation. If every distribution is recorded, every expense justified by a receipt, every beneficiary identified, rumors run into facts. That is why Chapter 13 insists so much on documentation from H+0.

AI-generated content: deepfakes, synthetic images, and algorithmic disinformation

In 2026, any disaster generates within hours a wave of AI-generated content alongside the genuine footage: synthetic images of damage that did not occur, audio deepfakes of officials announcing decisions they never made, and algorithmically amplified posts crafted to provoke emotional sharing. This is no longer a fringe risk, it is the default information environment of every modern crisis.

The implication for a Rotary club is concrete: if you relay a viral image or audio clip without checking, you become a vector of disinformation under your club's name. The damage to credibility is immediate and durable.

Three reflexes before relaying anything

1. Reverse-image search. Before relaying any photo or video, run it through a reverse image search (TinEye, Google Lens, Bing Visual Search). If the image existed before the disaster, under another caption, it is recycled or fabricated. This takes 30 seconds.

2. Verify the original source. Trace the content back to a verified channel: an official account (district, civil protection, news outlet with editorial responsibility), a written press release, or a known journalist. A screenshot of a screenshot is not a source.
3. Wait 30 minutes before sharing anything "spectacular." AI-generated content is engineered to provoke immediate sharing. Thirty minutes of patience is enough for verifiable sources, or debunks, to surface.

Three signals that should make you pause

- Audio of an official whose tone, cadence, or accent shifts mid-sentence. Voice cloning is now within reach of anyone with a few seconds of public audio. If a recording of a DG, mayor, or civil protection officer feels off, treat it as suspect by default.
- Images that are too perfect. Generated images often fail on hands (extra or fused fingers), teeth, ears, and the consistency of shadows or reflections. Look at edges and small details, not the centre of the frame.
- Emotional urgency to share. Captions that demand "share immediately" or "before they take it down" are a tell. Genuine emergency communication from authorities does not depend on viral relay.

One club rule

No official communication from the club is ever delivered by an unsigned audio message or a forwarded screenshot. Every official message goes through an authenticated channel, the verified club account, a signed PDF on club letterhead, or a phone callback to confirm. Members are told this once, in writing, before disaster season. After that, anything that fails this test is treated as suspect, no matter how plausible it sounds.

Communication checklist, to post in the HQ

Operation: _____

Role	Name	Phone
Spokesperson		
Deputy		

Actions to validate

- Communication instructions sent to all members
- WhatsApp groups created (Committee / Team leaders / All members)
- SITREP No. 1 sent to District within 4 hours
- First public statement published within 24 hours
- Donation link activated and tested
- Social media monitoring activated
- Communication frequency established and announced

Reminder. No public communication without validation from the spokesperson. This rule applies to everyone, without exception.

Notes

PART III
ACT WITH OUR OWN RESOURCES

Chapter 17

Psychological support

PTSD, post-traumatic stress disorder, is real. It affects survivors. It affects volunteers. It affects the leaders who coordinate the operation. Psychological support is not an optional supplement to the humanitarian response. It is an essential component, on the same footing as water, food and shelter.

You are not psychiatrists, and that is not what is being asked of you. This chapter gives you the tools to recognize distress, apply psychological first aid, and refer to professionals. Rotary has specific resources to fund this work, they are underused.

Who is at risk

Everyone is vulnerable in a disaster, but some groups more so. Knowing them allows you to anticipate and target actions.

Group	Vulnerability factor	Main risk
Survivors directly affected	Loss of loved ones, loss of home, injuries	PTSD, depression, complex grief
Displaced persons	Loss of bearings, overcrowding in collective shelter, uncertainty	Chronic anxiety, isolation
Children (< 12 years)	Emotional immaturity, total dependence on adults	Regression, developmental disorders, PTSD
Adolescents (12-18 years)	Identity-building period, need for control	Risk behaviors, anger, isolation
Elderly	Uprooting, loss of autonomy, chronic illnesses	Disorientation, treatment abandonment, rapid decline
Persons with psychiatric history	Pre-existing vulnerability	Decompensation, relapse
Rotarian volunteers	Repeated exposure to suffering	Vicarious trauma, compassion fatigue
Volunteers who are themselves victims	Double burden: helping others while being a victim	Total exhaustion, delayed collapse

Critical point: Rotarian volunteers are often the last to be cared for. They feel "less legitimate" than direct victims. This minimization is itself a risk factor.

Signs of distress: knowing how to recognize them

Psychological distress does not always express itself through tears. It can take forms that even experienced leaders do not recognize immediately.

Comparative table: adults vs children

Domain	Signs in adults	Signs in children
Emotional	Uncontrollable crying or, conversely, total absence of emotion (shock). Disproportionate irritability. Feeling of helplessness or guilt.	Regression: return to bedwetting, infantile language, thumb sucking. Sudden tantrums. Crying without apparent cause.
Behavioral	Disorganized hyperactivity (aimless agitation). Unusual aggressive behavior. Increased alcohol or tobacco consumption.	Refusal to separate from parents. Nightmares. Reproduction of the trauma in play. Sudden refusal to go to certain places.
Social	Voluntary isolation. Refusal of help. Avoidance of conversations about the event. Break with social routines.	Withdrawal from play. Muteness. Loss of friends. Refusal to participate in group activities.
Somatic	Persistent insomnia. Chronic headaches. Muscle pain without cause. Intense fatigue despite rest. Marked loss or gain of appetite.	Recurrent stomach aches. Refusal to eat. Growth delay (if prolonged). Vague and repeated physical complaints.
Cognitive	Flashbacks (reliving of the event). Confusion. Inability to make decisions. Difficulty concentrating.	Sudden school difficulties. Unusual forgetfulness. Regression in learning.
Functional	Inability to perform daily tasks (washing, eating, working).	Loss of interest in usual toys and activities. Refusal to sleep alone.

Warning: These signs can appear immediately or several weeks after the event. A volunteer who seems perfectly functional during the operation may collapse a month later. Follow-up at D+30 is not a luxury.

When the situation is urgent

Some signs require immediate referral to a mental health professional. Do not delay.

Warning sign	Action
Suicidal or self-harm statements	Immediate referral to psychiatric emergency services. Do not leave the person alone.
Severe dissociation (person does not know where they are, does not recognize their surroundings)	Secure the person. Call a doctor.
Prolonged panic attack (> 30 minutes)	Move away from noise and crowd. Guided breathing. If no improvement, call a doctor.

Warning sign	Action
State of shock with complete prostration (does not speak, does not move, does not react)	Do not force. Speak calmly. Protect physically. Call a doctor.
Aggression dangerous to self or others	Keep distance. Do not confront. Call emergency services if necessary.

Psychological First Aid (PFA)

Psychological First Aid (PFA) is the approach recommended by the World Health Organization for non-professionals. Any Rotarian can apply it. PFA is not psychotherapy, it is simple, structured gestures of humanity.

The 3 principles: Look, Listen, Link

Principle	Action	What you concretely do
LOOK	Observe the situation	Assess environmental safety. Identify persons in obvious distress. Spot immediate physical needs (injury, hunger, cold).
LISTEN	Listen actively	Approach calmly. Introduce yourself. Ask: "How are you?" Listen without interrupting. Do not judge. Do not minimize ("it could have been worse"). Do not force the person to speak if they do not want to. Validate their emotions: "It is normal to feel that way."
LINK	Connect to resources	Help the person identify their immediate needs (water, food, shelter, family). Connect them to available services (doctor, social worker, family, shelter). Give practical information (where to find help, what numbers to call). Make sure they are not alone.

What PFA is not

PFA is NOT...	Why
Psychotherapy	You are not a therapist. Do not try to be one.
A forced psychological debriefing	Forcing someone to tell their trauma can worsen their condition
An interrogation	Do not ask intrusive questions about the details of the event
Unsolicited advice	"You should do this" is rarely helpful. Listen first.
A promise that everything will be fine	Do not promise what you cannot guarantee

Phrases that help vs. those that hurt

To say	Not to say
"I am here. You are not alone."	"I know what you feel." (No, you don't.)
"It is normal to feel this way after what happened."	"Be strong." (Minimization.)
"What would help you most right now?"	"It could have been worse." (Invalidation.)
"Take the time you need."	"You have to move on." (Injunction.)
"I can put you in touch with someone who can help."	"You are lucky to be alive." (Unintended guilt-tripping.)
"Would you like a glass of water? A quiet place?"	"Stop crying." (Never.)

Recommended actions: before, during, after**BEFORE the disaster (preparation)**

What your club should do now, in peacetime:

Action	Detail	Responsible
Identify mental health professionals	Psychologists, psychiatrists, social workers among members or in the club network	Disaster committee
Train volunteers in PFA	Minimum 1 training per year (3 hours). Training available via WHO, Red Cross, or local psychologists.	Disaster Coordinator
Build a list of local resources	Hotlines, crisis centers, emergency psychologists, toll-free numbers	Secretary
Include the psychological component in the preparedness plan	Budget, contacts, protocols	Disaster committee
Pre-position materials for children	Coloring books, pencils, simple games, balls, this is not a luxury, it is a therapeutic tool	Logistics

DURING the response

Action	When	Who
Integrate psychological support from D+0	From the start of the intervention	Coordinator
Train volunteers in signs of distress	Quick 15-minute briefing at deployment	Club professional or trained team leader
Create calm and reassuring spaces	In each collective shelter, a quiet, separated corner with minimum comfort	Site manager
Mobilize club psychologists	Priority for the most serious cases	Coordinator
Organize activities for children	Drawings, games, readings, songs, daily, 2 hours minimum	Dedicated team (2-3 volunteers)
Apply volunteer rotation	No more than 8h/day, mandatory rest, right to withdraw	Team leaders
Observe volunteers among themselves	Team leaders monitor signs of exhaustion in their members	Team leaders

Children's activities are not entertainment. Drawing allows the child to express what they cannot verbalize. Group play restores a sense of normality. Routine (even improvised) reduces anxiety. It is a care protocol, not a pastime.

AFTER the response: the Florida model

Hurricane Helene (2024, Florida) highlighted a post-disaster follow-up model that Rotary helped develop. This model rests on three pillars.

Pillar 1, Compassion teams

Professional therapists (psychologists, social workers) conduct home follow-up visits with the most affected. These visits are not home therapy, they are well-being check-ins and referrals to appropriate services.

Parameter	Florida standard
Time to first visit	D+7 to D+14
Duration of a visit	30-45 minutes
Visitor training	Mental health professionals or PFA-trained volunteers
Frequency	D+7, D+14, D+30, then as needed
Tool	Standardized well-being questionnaire + active listening

Sizing the PFA team, target ratios

The PFA provider / beneficiaries ratio determines the viability of the setup. Understaffed, it collapses in a week. Overstaffed, it unnecessarily mobilizes scarce professionals.

Phase	PFA provider beneficiaries ratio	Follow-up cadence
Emergency (D+0 to D+14)	1 trained provider per 100 at-risk persons	1 short contact per week
Stabilization (D+15 to D+60)	1 per 50	1 visit every 2 weeks
Recovery (D+60 to D+180)	1 per 30	1 monthly visit

Sizing rule: A club of fewer than 50 members cannot provide the PFA team alone. It must identify 2 to 3 pre-disaster partners: volunteer local psychologists, Red Cross teams (PSSM / PFA training), parishes with trained chaplains, victim support associations. MOUs with these partners should be signed before the risk season.

Pillar 2, Community support groups

Organized in gathering places (churches, schools, community centers), facilitated by local professionals. Groups of 8-12 persons. Weekly sessions for 4-8 weeks.

These groups are not group therapies. They are spaces for speech where people share their experience, discover they are not alone, and receive practical information on normal reactions to stress.

Pillar 3, Long-term follow-up

The most vulnerable persons (isolated elderly, persons who lost a loved one, orphaned children) receive prolonged follow-up: D+30, D+90, D+180. This follow-up can be provided by trained Rotarians, in liaison with professionals.

Taking care of Rotarian volunteers

This is the blind spot of most disaster operations. Volunteers devote themselves entirely to victims and forget that they themselves are exposed.

Vicarious trauma

Vicarious trauma (or compassion fatigue) is the consequence of repeated exposure to others' suffering. It is not a sign of weakness, it is a normal physiological and psychological reaction to an abnormal situation.

Risk factors in Rotarian volunteers:

Factor	Explanation
Prolonged exposure	More than 14 days of continuous deployment without relief
Direct contact with distress	Listening to accounts of loss, seeing damage, carrying the injured
Sense of helplessness	Needs exceed means, chronic frustration
Dual role	The volunteer is themselves a victim but continues to help
Lack of recognition	No one asks the volunteer how they are
No decompression airlock	No debriefing, no follow-up, abrupt return to normal life

Specific signs in volunteers

Sign	What it indicates	Team leader action
Refuses to take their break	Compensatory over-investment	Impose rest. Firmly.
Insists on working beyond their hours	Same mechanism	Remove from field
Growing irritability with colleagues or beneficiaries	Emotional exhaustion	One-on-one conversation, withdrawal proposal
Sudden cynicism ("what's the point")	Advanced burnout	Field withdrawal + psychological referral
Unexpected tears or outbursts of anger	Decompensation	Immediate listening + offer of professional support
Absenteeism after days of over-investment	Collapse	Phone call, do not judge
Increased alcohol consumption	Self-medication	Confidential intervention, referral
Sleep disturbances reported by the volunteer	Chronic stress	Workload reduction, referral if persistent

Club actions to protect its volunteers

Action	When	How
Group debriefing	Within 72 hours after each mission	60-90 minute meeting, facilitated by a professional if possible. Not an operational report, a space for speech.
Confidential access to a psychologist	From deployment	Phone number communicated individually. The volunteer can call without informing anyone.
Right to withdraw without guilt	At all times	"You have the right to say stop. It is not abandonment, it is clarity."
Peer monitoring	At all times	Team leaders are trained to spot signs in their members
Post-mission follow-up	D+3 and D+30	See detailed protocol in Chapter 15
Recognition	From the end of the operation	See recognition protocol in Chapter 15

Debriefing is not a luxury. Armed forces, firefighters, emergency medical teams systematically practice it after every difficult intervention. Your Rotarian volunteers are no less exposed than these professionals, and they are often less psychologically prepared.

Financing psychological support

Psychological support has a cost. But Rotary has several mechanisms to finance it, they are too often ignored.

Mechanism	Use	Amount	Timeframe
Club own funds	PFA, children's materials, group activities	Variable	Immediate
Disaster Response Grant (DRG)	Emergency psychological support integrated into the overall response	Included in max 25,000 USD	24-48h after approval
Global Grant	Structured mental health program with a professional partner	30,000 - 400,000 USD	2-3 months (standard procedure)
Local pro bono partnerships	Psychologists who are Rotary members or network offering their services	Free	Immediate
NGO partnerships	MSF, Red Cross, local mental health organizations	Free (if coordination)	Variable

How to integrate the psychological component in a DRG application

The DRG covers psychological support if it is presented as a component of the emergency response. Acceptable budget lines:

Line item	Example	Indicative cost
Children's activity materials	Notebooks, pencils, games, balls	200-500 USD
PFA training for volunteers	Trainer fees (1 day)	300-800 USD
Emergency psychologist sessions	10 days × half-day	1,000-3,000 USD
Quiet space in the shelter	Tent, rug, soft lighting, soundproofing	300-600 USD
Post-operation follow-up	Individual sessions for identified cases	500-1,500 USD
Total psychological component		2,300-6,400 USD

This amount represents 10-25% of a 25,000 USD DRG. It is an investment, not an expense. Clubs that integrate the psychological component in their DRG application have stronger files because they demonstrate a holistic response approach.

The Global Grant for a structured program

For major disasters requiring a prolonged mental health program (6-12 months), the Global Grant is the appropriate tool. It requires:

1. An international partner club (sponsor club)
2. A local implementing partner (university, NGO, hospital)
3. A monitoring and evaluation plan with measurable indicators

4. A detailed budget and sustainability plan

Measurable indicators for a mental health program:

Indicator	Target	Measurement method
Number of persons who received psychological support	persons	Consultation register
Number of group sessions held	sessions	Session register
Reduction of PTSD symptoms in beneficiaries	Decrease of % on the PCL-5 scale	Pre/post questionnaire
Beneficiary satisfaction	> 80%	Satisfaction survey
Number of professionals trained in PFA	professionals	Training register
Number of volunteers trained in PFA	volunteers	Training register

Resources and contacts

Build this list BEFORE the disaster. Print it. Put it in your emergency kit.

Resource	Type	Contact access
National hotline	Phone	[To complete by country]
Medical-psychological emergency unit	Emergency	[To complete]
Club-member psychologists	Pro bono	[Names and phones]
Rotary network psychologists (district)	Pro bono or reduced rate	[DRO contact]
Local Red Cross Red Crescent	PFA and psychosocial support	[Local contact]
MSF (if present)	Emergency mental health	[Contact if applicable]
WHO, PFA Guide	Free online training	https://www.who.int/publications/i/item/9789241548205
IASC, Emergency mental health guidelines	Reference	https://interagencystandingcommittee.org

Takeaways

Psychological support in a disaster comes down to three convictions:

First conviction: Psychological suffering is as real and as urgent as physical suffering. It is not always visible, but it destroys lives.

Second conviction: You do not need to be a therapist to help. Looking, listening, linking, these three simple gestures change trajectories.

Third conviction: Your volunteers are not invulnerable. Take care of them with the same attention you give victims. A volunteer who burns out rarely returns to the next operation; one who feels supported usually does, trains the next ones, and strengthens the chain.

What your club would do without prior training

Without prior training, a well-meaning club tends to make three typical mistakes. The first: confusing support with advice, giving "solutions" to someone in shock, saying "don't cry," promising that "everything will be fine." These phrases, spoken in good faith, deepen the distress rather than ease it. The second: over-exposing the same volunteer to traumatic stories without a relay discipline, a single Rotarian listening all day to disaster survivors with no break, no debrief, no rotation, deteriorates without realising it. The third: missing the warning signs in their own members, simply because nobody taught them how to recognise them.

A single day of Psychological First Aid (PFA) training is enough to correct these three mistakes. It is the highest-yield training your club can schedule in peacetime. The Red Cross runs it free of charge in most countries, and the WHO publishes a freely available PFA guide (referenced at the end of this chapter).

The threshold at which you must hand over

There is a clear limit beyond which a Rotarian, even one trained in PFA, is no longer the right interlocutor: signs of acute psychosis, explicit suicidal ideation, total break with reality, behaviours that endanger oneself or others. In those situations, your role is to relay, not to take charge. The national psychiatric emergency line, the medical-psychological emergency unit, the nearest hospital, those contacts must be pre-printed in the club kit, not searched for at the moment someone collapses.

The following chapter (Part IV) will address long-term recovery. But before rebuilding houses, you must rebuild people. And that starts now.

Notes

PART IV
ACTIVATE THE NETWORK

Chapter 18

The district: your first ally

What the district does for your club

You are a Rotary club. You have 30, 50, maybe 80 members. You have money in the bank, skills, goodwill. But when disaster strikes, you quickly discover three limits: your budget is insufficient for a serious response, you do not have direct access to Rotary Foundation grants, and you cannot coordinate alone with the 40 other clubs in your geographic area.

That is exactly the role of the district. It is not there to direct you, it is there to unlock what you cannot unlock alone.

The 5 concrete district functions in a disaster

Function	What it means for your club
Access to TRF funding	Only the district can submit a Disaster Response Grant. Your club provides the field assessment; the district submits and receives the funds.
Inter-club coordination	If 6 clubs are affected, the district prevents each one from buying 200 tarps while no one distributes water.
District Disaster Relief Fund (DDRF)	District's own fund, available immediately, no need to wait for TRF.
Liaison with RAGs and the Zone	The district has direct contacts with DNA-RAG, ShelterBox, the Zone coordinator.
Unified communication	A single message to RI, the media, unaffected clubs. Less confusion, more impact.

Key district actors

Three people are your direct interlocutors in a disaster:

The District Disaster Relief Officer (DRO), This is your first call. They coordinate the operational response, bridging between affected clubs and available resources. If your district does not have a DRO, the Governor (DG) assumes this function.

The District Rotary Foundation Committee Chair (DRFC), Handles the relationship with TRF. They prepare and co-sign Disaster Response Grant applications. If the DRFC is unreachable in the first hours, any funding request is blocked.

The District Governor (DG), Activates alert levels, co-signs grants, and mobilizes resources from the entire district. They are also the link to the Zone coordinator for disasters that cross district borders.

Immediate action: If you do not personally know your DRO and DRFC, call them this week. Store their mobile numbers in your own phone, not only in the district directory.

The 3 activation levels: DCA-3, DCA-2, DCA-1

The district operates on a three-tier activation scale. The higher the number, the more serious the disaster. Each level unlocks different resources and obligations.

Overview

Level	Scale	Trigger	What it changes for your club
DCA-3	Localized event	Incident manageable by the club alone	The club acts on its own funds. The district is informed for the record.
DCA-2	Club overwhelmed	Local disaster, 1 to a few clubs affected, or identified threat (named cyclone, seismic alert)	The DRO makes daily contact. Rapid assessment launched. DRG (max 25,000 USD) in preparation. ShelterBox on alert.
DCA-1	Major	Several districts affected, needs exceeding the district	All resources mobilized. DRG submitted within 48h. DNA-RAG activated. Zone + RI coordination. Global Grant to prepare.

DCA-3, The club manages alone

The club acts with its own resources (emergency fund, member volunteers, member equipment). The district is informed for traceability but activates nothing.

What your club does in DCA-3:

- Activates its internal emergency plan
- Documents the event (photos, list of actions, expenses)
- Sends a SITREP to the DRO within 24h, for the record and district statistics
- Continues to maintain its emergency plan and training

DCA-2, District activation

DCA-2 is triggered when the disaster affects one or a few clubs with needs that exceed their own funds, or when a major threat is identified (approaching hurricane, risk of seasonal flooding).

What the district does in DCA-2:

- The DRC (Disaster Response Committee) is convened in emergency session
- The DRO enters into daily contact with affected clubs
- Assessment of needs and available resources
- Decision on DRG submission
- DDRF unblocked by the DG (single signature, < 24h timeframe)
- ShelterBox put on alert if shelter risk (rotaryrequest@shelterbox.org)

What your club does in DCA-2:

- Sends its SITREP to the DRO within 6 hours
- Prepares the field assessment (see Annex A, form 2)
- Estimates the preliminary budget for emergency actions
- Identifies members available for the next 72 hours

DCA-1, Major disaster

DCA-1 is the maximum level. It means the disaster exceeds the district's normal capacity, affects several districts, or requires international support.

What the district does in DCA-1:

- Disaster Response Committee activated by the DG
- All district resources mobilized
- DRG submitted immediately
- ShelterBox contacted for deployment
- DNA-RAG informed and in active coordination
- Coordination with the Zone Director
- Public communication launched
- Daily reports to RI

What your club does in DCA-1:

- Executes its emergency plan
- Sends SITREPs every 6 hours (acute phase), then daily
- Follows coordination instructions from the DRO, no isolated action
- Documents everything: photos, receipts, beneficiary lists
- Mobilizes its professional networks in support of district coordination

Obtaining a Disaster Response Grant: the procedure from the club's point of view

The Disaster Response Grant (DRG) is The Rotary Foundation's rapid response mechanism. Maximum 25,000 USD per application, processed in 2 to 4 weeks. It is your first external financial lever after a disaster.

Essential point: you do not submit the DRG

A club cannot submit a DRG directly. The district (DG + DRFC jointly) submits. Your role is to provide the field assessment, the data, the photos, and to provide them fast.

Step by step, from the club's point of view

STEP 1 - ASSESSMENT (D+0 to D+3)

You do.

- +-- Rapid assessment of needs in the field
- +-- Preliminary budget estimate
- +-- Photos and initial documentation
- +-- Send it all to the district DRO and DRFC

STEP 2 - THE DISTRICT PREPARES (D+3 to D+7)

The DRFC does.

- +-- Preparation of the file on MyRotary (Submittable)
- +-- Access: my.rotary.org → Grants → Apply for Grant → Disaster Response Grant
- +-- Your field data is integrated into the form

STEP 3 - VALIDATION AND SUBMISSION (D+7 to D+10)

The DG and DRFC do.

- +-- DG validates and co-signs the application
- +-- Submission via Submittable or email: grants@rotary.org
- +-- Submittable file number assigned

STEP 4 - TRF PROCESSING (D+10 to D+28)

TRF does.

- +-- Application evaluation (2-4 weeks typically)
- +-- Possible request for additional information
- +-- Decision and notification by email

STEP 5 - RECEPTION AND IMPLEMENTATION

You and the district do.

- +-- Funds transferred to the district's USD account
- +-- The district allocates the funds to you according to the approved plan
- +-- You implement on the ground
- +-- You document every expense (mandatory receipts)

STEP 6 - STEWARDSHIP REPORTS

You and the district do.

- +-- Preliminary report: 45 days after receipt of funds
- +-- Interim report: 6 months after receipt
- +-- Final report: at project closure

Typical timeframes

Step	Typical timeframe
File preparation (district + club)	3-7 days
TRF processing	2-4 weeks
Transfer of funds after approval	5-10 business days
Total time to receipt of funds	2-4 weeks after complete submission

Preemptive submission for hurricanes

TRF authorizes the submission of a DRG before the impact of a hurricane when the trajectory is sufficiently certain. This is a considerable advantage.

- Submission possible up to 72-48 hours before expected impact
- Required justification: NOAA/NHC trajectory tracking
- The grant is only approved after confirmation of impact
- Result: funds available in 24-48 hours post-impact instead of the standard 2-4 weeks

Source. Pre-impact submission is governed by the Disaster Response Grant Terms and Conditions published by The Rotary Foundation and accessible on my.rotary.org. Eligibility, deadlines, and required supporting documents are set by that document, verify the version in force before activating the protocol, as TRF revises these terms periodically.

Action for your club: If you are in a cyclone zone, ask your DRFC to prepare a pre-filled DRG file with the district's permanent information (bank account, contacts, area description). When the hurricane approaches, all that remains is to fill in the specific data.

DRG: eligible and ineligible expenses

Before submitting your budget estimate to the district, verify that each expense item is eligible. A budget that includes ineligible expenses delays or blocks the grant.

Eligible expenses

Category	Examples
Drinking water	Purchase of bottled water, purification systems, containers, transport
Food	Non-perishable foods, food kits, preparation and distribution
Temporary shelters	Tents, tarps, temporary materials (if not supplied by ShelterBox)
Hygiene items	Hygiene kits, soap, sanitary products
Medications	Medical supplies, emergency medications, basic care
Cleanup and debris	Debris removal equipment, tools, gloves, boots
Transportation and logistics	Transportation directly related to aid distribution
Emergency communication	Radios, communication equipment
Clothing and blankets	Basic necessity items for victims

Ineligible expenses

Category	Why	Alternative
Permanent reconstruction	Falls under Global Grant	Plan a Global Grant for the recovery phase
Permanent salaries	No personnel funding	Use Rotary volunteers
Purchased vehicles	Durable purchase, not emergency	Rental of vehicles (eligible)
District administrative costs	Outside DRG scope	District operating budget
Direct cash donations	No traceability	Purchase and distribute goods

The 10 most frequent causes of rejection

These mistakes are avoidable. Each of them has caused delays of weeks, even rejections, for districts that needed the funds urgently.

#	Mistake	Impact	What your club can do
1	District not qualified	Automatic blocking of the application	Verify with the DRFC that qualification is current BEFORE disaster season
2	Incomplete documentation	Return for completion, 2-3 weeks delay	Provide the district: photos, detailed description, beneficiary estimate
3	Single-line budget	TRF requires line-item breakdown	Break down: water (X USD), food (X USD), shelter (X USD), transport (X USD)
4	Wrong form	DRG instead of Global Grant, or vice versa	DRG = emergency (0-6 months, max 25,000 USD). Global Grant = recovery (6-24 months, 30,000+ USD)
5	Ineligible expenses in the budget	Rejection or request for revision	Consult the list above before finalizing your estimate
6	Submission by the club instead of the district	Systematic rejection	Immediately contact your DRFC and DG. You provide the data, they submit
7	Previous stewardship reports overdue	Blocks any new application	Alert your DRFC if you know reports from earlier grants are overdue
8	No DG/DRFC co-signature	Incomplete file, blocked	Notify the DG from the first hours so they remain available
9	Number of beneficiaries not estimated	TRF cannot assess the cost/beneficiary ratio	Even approximate, provide a figure based on field data
10	District USD bank account not operational	Impossible to transfer funds	Verify with the district treasurer that the account is active

Recommendation: Before disaster season (June-November for the Atlantic, year-round in seismic

zones), do a "pre-season check" with your DRFC, verifying these 10 points. A prepared district submits a DRG in 48 hours. An unprepared district takes 2-3 weeks, and the difference is measured in lives.

Getting help from other clubs

When the disaster exceeds your capacity, the district activates inter-club solidarity. Three concrete mechanisms.

Emergency twinning

The district can pair your affected club with one or several unaffected clubs from the same district or a neighboring district. The twinned club provides:

- Funds (one-off fundraising voted at a meeting)
- Volunteers (deployed in your area according to your needs)
- Equipment (generators, pumps, tools, stored tents)
- Expertise (if you lack a structural engineer or a doctor, another club may have one)

How to activate it: Ask the district DRO. They broadcast a call to clubs with your precise needs (not a vague call, quantified needs).

Inter-club volunteers

Members of other clubs can deploy to your area. For it to work:

- They register with the DRO (not in freelance mode)
- Your club assigns them a reception manager and a specific task
- They bring their own logistics (transport, food, lodging if possible)
- They follow your coordination instructions, not theirs

Equipment pooling

Several clubs in the same district can build up a shared stock of emergency equipment (tarps, pumps, generators, hygiene kits). The district maintains the inventory. In the event of a disaster, the equipment is delivered to the affected area.

What your club can offer in return: When another club is affected, you will be the one sending volunteers, equipment and funds. This is the principle of the network: you contribute to it in normal times, you draw from it in times of crisis.

Checklist: prepare the district relationship before the disaster

- Personal phone numbers of the DRO, DRFC and DG saved in your phone
- Participation in at least one district training per year on disaster response
- Annual contribution to the DDRF (even modest)
- Pre-filled DRG file (permanent district information) stored in the emergency kit
- Inventory of member skills transmitted to the district DRO
- Participation in the annual call-down list test
- Knowledge of neighboring clubs likely to provide aid (or need it)

Notes

Notes

PART IV
ACTIVATE THE NETWORK

Chapter 19

**The Rotary Foundation: 7 funding
mechanisms**

Overview: 7 sources, 7 logics

The Rotary Foundation (TRF) does not have a single disaster funding program, it has seven. Each has its own conditions, timeframes, amounts. Most clubs know only one or two of them. This chapter gives you the complete map, from the point of view of someone who needs money quickly to help people.

Comparison table of the 7 mechanisms

Mechanism	Amount	Receipt timeframe	Who submits	Key conditions	Use
Disaster Response Grant (DRG)	Max 25,000 USD	2-4 weeks (24-48 h pre-impact)	DG + DRFC (district)	Qualified district, declared disaster	Immediate response (0-6 months)
Global Grant	30,000 to 400,000+ USD	3-6 months preparation + 2-4 months approval	Host + sponsor districts	GMS, international partner, 2 qualified districts	Long-term recovery (6-24 months)
District Disaster Relief Fund (DDRF)	Variable (depending on what the district has set aside)	Immediate	District DG	Local district policy	Immediate response, no delay
Zone Disaster Response Fund	Variable (e.g., 100,000 USD matching ShelterBox)	Variable	Zone coordinator	Significant disaster, Zone activation	Large-scale support
DNA-RAG 501(c)(3) Fund	Variable	Variable	DNA-RAG	Direct donations to DNA-RAG	DNA-RAG coordinated operations
Rotary Disaster Response Fund (TRF central)	Variable (potentially unlimited)	Top-down activation	TRF Board decides	Major disasters only	Distribution to affected districts
District Designated Funds (DDF)	Up to 50% of EREY return	Annual (available)	District DG	EREY contributions 3 years earlier	Global Grant co-funding

What this means concretely for your club

- Immediate emergency (first 72 hours): the DDRF is the only fund available without delay. If your district has one and it is funded, it is your first source.

- First week to one month: the DRG is your target. Maximum 25,000 USD, but available in 3 to 6 weeks.
- Months 2 to 24: the Global Grant takes over for reconstruction. Much larger amounts, but much longer preparation.
- Major international disaster: the Zone Fund and the TRF Disaster Response Fund (central) can be activated, but this is decided above you. You do not request them, you benefit from them if TRF decides.

Decision tree: which mechanism for which situation

```

DISASTER OCCURRED
|
+- IMMEDIATE EMERGENCY (0-30 days)?
|   +- Yes → District DDRF (immediate, if available)
|       |           + DRG (up to 25,000 USD, submission D+3 to D+10)
|       |           + TRF Disaster Response Fund (if TRF activates it - you don't control)
|       |
|       +- No → continue
|
+- LONG-TERM RECOVERY (1-24 months)?
|   +- Yes + international partner available?
|       |   +- Yes → GLOBAL GRANT (30,000 to 400,000+ USD)
|       |       |           + DDF for co-funding (multiplier effect)
|       |       |
|       |   +- No → find partner first
|       |       (DNA-RAG can connect you - see Chapter 20)
|       |
|       +- No → continue
|
+- MAJOR DISASTER EXCEEDING THE DISTRICT?
|   +- Yes → Zone Disaster Response Fund
|       (contact Zone coordinator via the DG)
|       + check if TRF has activated its central Disaster Response Fund
|
+- NEED FOR GLOBAL COORDINATION?
|   +- Yes → DNA-RAG 501(c)(3) Fund
|       (for operations coordinated by DNA-RAG)

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DRG in depth: the Submittable procedure

Documents required for submission

Your club must prepare and transmit to the DRFC:

Document	Detail	Who prepares it
Disaster description	Date, nature, geographic area, scale	Club (field assessment)
Estimate of the number of beneficiaries	Figure even approximate, with source	Club
Detailed budget by line item	Breakdown: water, food, shelter, transport, etc.	Club + DRFC
Implementation plan	Who does what, in what order, in how much time	Club + DRFC
Photos of the situation	Minimum 5-10 field photos	Club
District USD bank details	SWIFT, IBAN or equivalent	District treasurer
Letter of support from the DG	Signed	DG

Path on MyRotary

`my.rotary.org → Grants → Apply for Grant → Disaster Response Grant`

The form is on the Submittable platform, integrated into MyRotary. The DRFC accesses it with their credentials. Both signatures (DG + DRFC) are digital.

After approval

Funds arrive in the district's USD account by bank transfer. The district disburses them to you according to the approved plan. From that moment, every cent must be documented with an original receipt.

Additional DRG and DRG + Global Grant combination

If 25,000 USD is not enough, a second DRG can be submitted after the preliminary report of the first (D+45). No theoretical limit to the number of DRGs per disaster, subject to stewardship reports being up to date.

Recommended strategy: DRG + Global Grant in parallel, not in sequence.

- The DRG finances the emergency (water, food, shelter, 0-6 months).
- The Global Grant finances sustainable reconstruction (schools, water systems, clinics, 6-24 months).
- Start preparing the Global Grant as early as D+30 while the DRG is being executed. Do not wait for the end of the DRG: the Global Grant takes 8-16 months to deploy.

Global Grants for recovery: conditions and structure

The Global Grant is Rotary's heavy-funding tool. Between 30,000 and more than 400,000

USD, it finances sustainable reconstruction: schools, water systems, clinics, vocational training, agricultural recovery.

The 5 prerequisites

1. Qualified host district, The district where the project takes place must be TRF-qualified
2. Qualified sponsor district, An international partner district, also qualified
3. Grant Management Seminar (GMS), At least one officer from each district has completed the 10 online modules
4. Identified international partner, A club or district in another country
5. Rotary area of focus, The project falls within at least one of the 7 areas

The host + sponsor structure

YOUR CLUB / DISTRICT (host)	PARTNER CLUB / DISTRICT (sponsor)
+-- Identifies the need	+-- Brings resources (DDF, contributions)
+-- Coordinates field activities	+-- Brings international expertise
+-- Manages local expenses	+-- Co-signs the grant
+-- Submits field reports	+-- Validates TRF compliance
+----- THE ROTARY FOUNDATION -----+	
	+-- Disburses funds (World Fund + DDF)
	+-- Oversees compliance
	+-- Receives stewardship reports

DDF as multiplier leverage

District Designated Funds (DDF) are the share of EREY (Every Rotarian Every Year) contributions that returns to the district 3 years later. They can be allocated to a Global Grant, and TRF matches them with the World Fund (variable ratio, up to 1:1).

Concrete example:

- Your district (host) contributes 20,000 USD of DDF
- The sponsor district contributes 10,000 USD of DDF
- Total DDF: 30,000 USD
- TRF matches 30,000 USD from the World Fund (1:1 ratio)
- Total grant: 60,000 USD (x2 multiplier effect)

This is why your members' EREY contributions, which seem abstract in normal times, become strategic when a disaster occurs. Every EREY dollar contributed 3 years ago can turn into 2 dollars of reconstruction today.

The 7 areas of focus applicable to disasters

Area	Post-disaster application
Peace and conflict prevention	Management of displaced populations, reconciliation
Disease prevention and treatment	Post-disaster epidemics, vaccination, mental health
Water and sanitation (WASH)	Drinking water, latrines, hygiene in disaster areas
Maternal and child health	Protection of the most vulnerable
Basic education	Reconstruction of schools, emergency education
Economic development	Economic recovery, vocational training
Environment	Reforestation, landslide prevention

Timeline of a disaster Global Grant

Phase	Duration	What you do
Preparation	3-6 months	Identification of sustainable needs, search for international partner, GMS if necessary
Submission	1-2 months	Preparation of the file with the DRFC, validation by host DG and sponsor DG
TRF evaluation	2-4 months	Respond to clarification requests
Implementation	6-18 months	Field activities, ongoing documentation
Closure	2-3 months	Final report, impact evaluation
Total	13-31 months	

5 documented examples of disaster Global Grants

Example 1, Haiti, Hurricane Matthew (2016): WASH

Element	Detail
Amount	98,000 USD
Duration	18 months
Districts	7020 (Caribbean, host) + 5040 (British Columbia, sponsor)
Partner	DINEPA + Pure Water for the World
Project	12 water purification systems + 45 latrines (Jérémie, Les Irois). Training of 24 local technicians.

Element	Detail
Result	4,200 people with reliable access to drinking water. 60% reduction in waterborne diseases over 12 months.

Example 2, Philippines, Typhoon Haiyan (2013): Education

Element	Detail
Amount	185,000 USD
Duration	24 months
Districts	3860 (Eastern Visayas, host) + 1040 (Northern England, sponsor)
Partner	ShelterBox + Department of Education Philippines
Project	5 typhoon-resistant primary schools (Leyte). Training of 35 teachers. 1,800 school kits.
Result	1,800 children back in school. The 5 schools withstood Typhoon Hagupit (December 2014).

Example 3, Nepal, earthquake (2015): Health

Element	Detail
Amount	142,000 USD
Duration	20 months
Districts	3292 (Nepal, host) + 9800 (Victoria Australia, sponsor)
Partner	Nepal Red Cross + Remote Area Medical
Project	3 semi-permanent health clinics (Sindhupalchok, Gorkha). 18 health workers trained. Prenatal and vaccination program.
Result	6,500 consultations. 320 assisted deliveries. Vaccination coverage restored to 85% (vs. 15% post-earthquake).

Example 4, Mozambique, Cyclone Idai (2019): Agriculture

Element	Detail
Amount	76,000 USD
Duration	15 months
Districts	9210 (Mozambique, host) + 1820 (Hesse Germany, sponsor)
Partner	FAO Mozambique + CARE International
Project	Flood-resistant seeds, tools, micro-irrigation for 350 families (Sofala). 4 cooperatives created.
Result	2,100 people with autonomous food production. Additional income of 40 USD/month/family. 70% reduction in dependence on food aid.

Example 5, Ecuador, earthquake (2016): Shelters + training

Element	Detail
Amount	112,000 USD
Duration	16 months
Districts	4400 (Ecuador, host) + 6960 (Florida, sponsor)
Partner	Habitat for Humanity Ecuador + Universidad Técnica de Manabí
Project	30 earthquake-resistant shelters (Pedernales, Muisne). Training of 80 workers in NEC-15 seismic construction.
Result	180 people rehoused. 80 certified workers, of whom 45 found stable employment. Program adopted by the local municipio.

Common lesson: The most successful Global Grants combine material aid + local training + credible field partner. Average amount: 122,600 USD. Average duration: 18.6 months. Each project includes a local capacity-building component, a positive evaluation criterion for TRF.

District qualification: why this concerns you

Your club cannot benefit from any TRF grant if your district is not qualified. Qualification depends on:

- Completed GMS: the incoming DRFC and DG must have completed the Grant Management Seminar (10 online modules)
- Stewardship reports up to date: no overdue reports on previous grants

- Signed MOU: the Memorandum of Understanding between the district and TRF is in effect
- Functional Foundation committee: the district has a DRFC and a committee in place

What your club can do:

- Verify with your DRFC that qualification is active (Grant Tracker on MyRotary)
- If you have overdue reports on old grants, close them before disaster season
- Encourage your members to contribute to EREY, this feeds future DDFs

Stewardship obligations

Every dollar received from TRF must be documented. Failure to comply blocks all future funding.

The 3 mandatory reports (DRG)

Report	Deadline	Minimum content
Preliminary	45 days after receipt	Confirmation of receipt, first expenses, updated plan, initial beneficiaries
Interim	6 months after receipt	Cumulative expenses by line item, beneficiaries at mid-point, photos, adjustments
Final	At closure	Complete financial review (100% justified), beneficiary list, before/after photos, impact evaluation

Consequences of non-compliance

Infraction	Immediate consequence	Long-term consequence
Preliminary report not submitted	TRF alert, reminder	Freezing of remaining funds
Interim report not submitted	Freezing of funds	Loss of qualification
Final report not submitted	Blocking of all future grants	Request for reimbursement
Unjustified expenses	Request for supporting documents	Reimbursement required
Diverted funds	Immediate suspension	Possible legal action

Supporting documents to keep

- Original invoices and receipts for all expenses
- Bank statements of the district's USD account
- Photos of activities and beneficiaries
- Attendance lists of beneficiaries (with signatures if possible)
- Minutes of community meetings

- Partner reports (NGOs, local authorities)

Practical rule: Photograph every receipt the same day as the expense. Store the photos in a cloud folder shared with the DRFC. Do not rely on your memory or on a physical binder that can be destroyed, you are in a disaster area.

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PART IV
ACTIVATE THE NETWORK

Chapter 20

RAGs: global expertise within reach

What is a RAG and why it concerns you

A Rotary Action Group (RAG) is an independent organization of Rotarian experts in a specific field, recognized by the RI Board of Directors. RAGs are not part of the Rotary hierarchy, they cross it. They directly connect a local club to global expertise without going through the usual channels.

In practice, when your club faces an earthquake and you need an expert in drinking water systems or a specialist in community economic reconstruction, a RAG is what finds them for you. Not your district, not RI, a RAG.

What a RAG does and does not do

What a RAG does	What a RAG does not do
Provides specialized technical expertise	Does not replace your club in the field
Connects your club to experts and partners	Does not fund directly (except limited own funds)
Advises on grant applications	Does not submit grants on your behalf
Coordinates between several interventions	Does not take control of your operation
Trains your members on specialized practices	Does not provide mass volunteer labor

How a RAG is structured

Each RAG is an independent legal entity (most are 501(c)(3) in the United States). They have their own budget (dues of 25-75 USD/year, donations, co-financing of projects), their own governance, and their own global network of expert members.

RAGs have no hierarchical authority over your club. They operate by attraction and expertise. You call them when you need them. They do not impose themselves.

The 5 key RAGs for disasters

1. DNA-RAG, The general coordinator

What the DNA-RAG is not: a hierarchical authority. It does not command clubs, districts or zones. The DG decides at district level, the president at club level. Rotary International and The Rotary Foundation retain their prerogatives.

What the DNA-RAG is: an adviser, a connector, a coordinator, a toolmaker. It aligns responses across layers, links clubs with partners, capitalizes on lessons learned and disseminates validated templates. See the doctrine laid out in chapter 0.

Information	Detail
Full name	Disaster Network of Assistance, Rotary Action Group
Website	dna-rag.com
Contact	Emergency form on the site
Response time	< 24 hours (often < 12 hours for major disasters)
Chair	Barry Rassin (PDG D7020 Bahamas, former RI President 2018-2019)
Meetings	2nd Monday of each month, 09:00 EST

What it provides to your club:

- General coordination of the Rotary response beyond your district
- Activation of other relevant RAGs (it knows who to call and when)
- Connection with international partner districts for Global Grants
- Liaison with ShelterBox, OCHA, and the major NGOs
- Prevention of duplication between clubs and districts intervening in parallel
- Support for preparing DRG and Global Grant applications
- Access to the D7020 Application (digital coordination system)

When to activate it: As soon as the disaster exceeds the capacity of your club and your district. In practice: any event affecting more than one community, or requiring aid from outside the district.

The 9 functions of DNA-RAG:

#	Function	What it means for you
1	Prepare	Preparedness plans, training, drills, available before the disaster
2	Connect	Matchmaking with clubs, districts, RAGs, NGOs, experts
3	Communicate	Real-time information, situation bulletins
4	Coordinate	Avoid duplication, align interventions
5	Fund	Identify funding sources, support your applications
6	Supply	Mobilize supplies, activate ShelterBox, logistical chains
7	Rebuild	Sustainable recovery projects via Global Grants
8	Train	Local capacity building
9	Innovate	Digital coordination tools (D7020 App)

Concrete case, Myanmar earthquake (March 2025): Within 48 hours, DNA-RAG activated ShelterBox for shelters, mobilized WASH-RAG for water systems, and connected partner districts in Thailand and India for Global Grants. More than 2,000 families received shelters, wells and sanitation kits, despite the access difficulties linked to the political context.

2. WASH-RAG, Water and sanitation

Information	Detail
Full name	Water, Sanitation and Hygiene, Rotary Action Group
Website	wash-rag.org
Contact	Emergency form on the site
Response time	< 24 hours

What it provides to your club:

- Experts in drinking water systems (boreholes, purification, distribution)
- Technical assessment of damaged water systems
- Deployment of emergency purification stations
- Prevention of waterborne epidemics (cholera, typhoid)
- Connection with UNICEF WASH for major operations
- Technical advice for WASH Global Grants
- Training in maintenance of installed systems

When to activate it: Any disaster that damages water sources, drinking water networks, or sanitation systems. In practice: floods, earthquakes, cyclones, droughts, epidemics.

3. ESRAG, The environment

Information	Detail
Full name	Environmental Sustainability Rotary Action Group
Website	esrag.org
Contact	Via leadership on the site
Response time	< 48 hours

What it provides to your club:

- Assessment of environmental damage (forests, watersheds, soils)
- Planning of ecosystem restoration post-disaster
- Prevention of secondary risks (landslides, erosion)
- Advocacy for sustainable and resilient reconstruction
- Technical advice for environmental Global Grants
- Expertise in climate change and adaptation

When to activate it: Forest fires, landslides, flooding with erosion, any disaster with a significant environmental dimension. Also for reconstruction projects that integrate climate resilience.

4. RAGFP, Peace and conflict zones

Information	Detail
Full name	Rotary Action Group for Peace
Website	rotaryactiongroupforpeace.org
Contact	Via DNA-RAG (recommended) or directly
Response time	< 72 hours

What it provides to your club:

- Mobilization of regional expert Rotary Peace Fellows
- Negotiation of humanitarian access in conflict zones
- Community mediation between displaced persons and host communities
- Security context analysis for interventions in fragile zones

When to activate it: Disasters in conflict zones, complex crises, population displacement in contexts of community tensions.

5. RAGCED, Community economic development

Information	Detail
Full name	Rotary Action Group for Community Economic Development
Website	ragced.org
Contact	Via DNA-RAG (recommended) or directly
Response time	< 72 hours

What it provides to your club:

- Expertise in post-disaster economic recovery
- Microfinance and microcredit programs for victims
- Vocational training and retraining
- Help in rebuilding local markets and supply chains
- Advice on Global Grants focused on economic development
- Support for creating cooperatives and income-generating activities

When to activate it: Recovery phase after any major disaster, when livelihoods are destroyed and the community needs to restart its local economy. Particularly relevant after earthquakes, cyclones, floods and droughts.

Activation matrix: which RAG(s) for which type of disaster

Legend: P = Priority (activate first)	S = Secondary (activate if relevant)	C = Consult depending on context
--	---	---

Type of disaster	DNA-RAG	WASH-RAG	ESRAG	RAGFP	RAGCED
Major earthquake	P	P	S	C	S
Tsunami	P	P	P	C	S
Cyclone/Hurricane	P	P	S	C	S
Major flooding	P	P	P	C	S
Landslide	P	S	P	C	S
Volcanic eruption	P	S	P	C	S
Drought	P	P	P	C	P
Forest fires	P	S	P	C	S
Heatwave	P	P	C	C	C
Epidemic	S	P	C	C	C
Pandemic	S	P	C	C	S
Famine	P	P	C	C	P
Armed conflict	S	S	C	P	S
Population displacement	P	S	C	P	S
Industrial accident	P	P	P	C	S
Oil spill	S	P	P	C	C
Food crisis	P	P	C	C	P
Complex crisis	P	S	C	P	S
Disaster in conflict zone	P	S	C	P	S
Urban crisis (slum)	P	P	S	C	P

Optimal combinations by situation

Situation	RAGs to activate together
Major urban earthquake	DNA-RAG + WASH-RAG + RAGCED
Coastal cyclone	DNA-RAG + WASH-RAG + ESRAG
Prolonged drought	DNA-RAG + WASH-RAG + ESRAG + RAGCED
Post-flood epidemic	WASH-RAG + DNA-RAG (coordination)
Climate displacement	DNA-RAG + RAGFP + WASH-RAG
Complex crisis (conflict + disaster)	DNA-RAG + RAGFP + WASH-RAG
Tsunami	DNA-RAG + WASH-RAG + ESRAG + RAGCED
Economic reconstruction	RAGCED + DNA-RAG + WASH-RAG

How to contact and activate a RAG: 4-step procedure

Step 1, Internal assessment (0-6 hours)

Before contacting a RAG, answer these questions:

- Does the disaster exceed the capacity of your club and your district? If yes, continue.
- What type of expertise do you need? (water, environment, peace/access in conflict zones, economic development)
- Consult the matrix above to identify the relevant RAG(s).

Step 2, Initial contact (6-24 hours)

DNA-RAG is always a good first contact. Even if your need is specifically WASH or environmental, DNA-RAG can activate the right RAGs for you and coordinate the whole.

Prepare an initial briefing containing:

- Type of disaster
- Exact location (country, region, city)
- Date and time of the event
- Estimated scale (number of people affected, geographic area)
- Identified needs (what you know at this stage)
- Available local capacity (what you are already doing)
- Your specific request (technical expertise, connection with partners, help with grant preparation)

Contact channels:

RAG	How to contact
DNA-RAG	Emergency form on dna-rag.com
WASH-RAG	Emergency contact on wash-rag.org
ESRAG	Leadership via esrag.org
RAGFP	Via DNA-RAG (recommended) or rotaryactiongroupforpeace.org
RAGCED	Via DNA-RAG (recommended) or ragced.org

Step 3, Coordination (24-72 hours)

Once contact is established:

- The RAG assigns you a dedicated liaison for your operation
- Coordination meeting (video or phone) with your team and the RAG liaison
- Identification of other RAGs to activate if necessary
- Connection with partner districts for Global Grants
- Action plan shared between your club, the district and the RAG(s)

Step 4, Ongoing operation

- The RAG coordinates from the global level (expertise, connections, follow-up)
- Your club operates in the field (concrete actions, distribution, documentation)
- Regular reports to the RAG to adjust the response
- The RAG does not take control, it amplifies your action

DNA-RAG monthly meetings: a network to join now

DNA-RAG holds its meetings on the 2nd Monday of each month at 09:00 EST (14:00 UTC in winter, 13:00 UTC in summer). These meetings are open to any Rotarian.

Why attend them before a disaster strikes:

- You will hear feedback from operations ongoing around the world
- You will know the faces and voices of the people you will have to call in an emergency
- You will understand how the network actually works
- You will be able to ask your questions about preparing your club

To register: dna-rag.com website, member or observer section. The connection link (Zoom) is sent by email. The agenda includes ongoing disasters and projects under development.

The best time to join a RAG is now, not when you will need it.

PART IV
ACTIVATE THE NETWORK

Chapter 21

Partners outside Rotary

Your members already know these people

Look around the table at your next club meeting. One of your members is a volunteer firefighter. Another sits on the city council. A third is a Red Cross member. Your past president knows the hospital director. A member's spouse runs the local branch of a social relief organization.

These personal connections are a considerable asset. But informal personal connections do not survive a change of presidency, the departure of a member, or the chaos of a disaster at 3 a.m.

The objective of this chapter: turn your personal ties into operational protocols. A phone number in a personal address book is useless if the owner of the book is themselves a disaster victim.

The 5 families of partners

1. Rescue and emergency

Actor	What they do in a disaster	Contact to prepare	What Rotary adds
Red Cross Red Crescent	Shelters, first aid, water, restoring family links	Local delegate	Funding, additional logistics, volunteers
Fire and rescue services	Emergency rescue, extrication, fires	Brigade commander	Logistical support (member vehicles, facilities)
EMS medical emergency services	Emergency medical care, triage	Medical director	Patient transport, logistical support
Civil protection	Official coordination, evacuations	Regional local authority	Human resources, professional expertise
ShelterBox	Emergency shelters, survival kits	rotaryrequest@shelterbox.org	Field coordination, needs assessment

ShelterBox deserves special attention. It has been an official Rotary partner since 2012, specialized in emergency shelters. When a disaster destroys housing, ShelterBox can deploy family tents, survival kits (cooking utensils, blankets, tools), and modular shelters. Activation goes through DNA-RAG or directly by email to rotaryrequest@shelterbox.org.

2. Humanitarian and social aid

Actor	What they do	Contact to prepare
Caritas Catholic Relief faith-based aid networks	Food aid, clothing, support	Local manager
Salvation Army	Food, shelter, emergency aid	Local captain
Food Bank	Food distribution	Director
UNHCR	Protection of displaced persons	Regional office
Migrant diaspora associations	Translation, cultural support	President

3. Faith communities

Faith communities are often the first to mobilize. They have reception halls, established solidarity networks, and a trust relationship with the most vulnerable communities. In a disaster context, these are not rescue organizations, they are community anchor points.

Community	Typical resources
Catholic Protestant parishes	Meeting rooms, volunteer network, food aid, moral support
Mosques	Solidarity network, reception space, food aid
Buddhist Hindu temples	Quiet spaces for psychological support, community network
Synagogues	Mutual aid network, community logistics

Concrete action: Identify the 3-4 main places of worship in your intervention area and make contact with their leaders. Not to talk religion, to talk logistics and reception capacity.

4. Local authorities and public services

Actor	Role in a disaster
City hall municipality	Official coordination, opening gyms and halls, emergency housing
County regional council	Financial resources, logistical support
Water electricity gas utilities	Restoring networks, emergency shutoffs
Schools and colleges	Potential emergency shelters (gyms, cafeterias)

5. Local economic actors

Actor	Resources in a disaster
Large retailers	Food donations, bottled water, hygiene products
Transport companies	Trucks, vehicles, logistics
Hotels	Emergency housing (under agreement with the municipality)
Pharmacies	Medicines, essential products
Gas stations	Fuel for generators
Construction contractors	Debris removal, tarps, temporary repairs

Formalizing partnerships: the MOU

A Memorandum of Understanding (MOU) is a document that formalizes mutual commitments between your club and a partner. It does not necessarily carry binding legal value, but it clarifies who does what, with what means, and within what framework.

When to sign an MOU

- Any partnership that exceeds 2 weeks or 5,000 USD
- Mandatory for Global Grants (TRF requires it)
- Recommended for recurring partnerships (local Red Cross, city hall, field NGOs)
- Useful for preventive agreements (before the disaster)

Essential contents of an MOU

Article	Contents
Purpose	Type of disaster, area, target population, duration
Rotary commitments	Funding, volunteers, material, district coordination
Partner commitments	Staff, expertise, logistics, reports
Budget	Breakdown by line item, payment terms
Coordination	Meeting frequency, focal points, reports
Communication	Mutual mention, Rotary logo usage, photos
Duration and termination	Dates, renewal conditions, notice period
Stewardship	Interim and final reports, supporting documents, impact evaluation

The complete MOU template is available in the Operational Templates (form 8). Print a few blank copies and keep them in your emergency kit. In the middle of a disaster, being able to pull out a structured document and fill it in within 30 minutes with a partner is a real operational advantage.

The OCHA cluster system: for major disasters

When a disaster reaches international scale and the United Nations agencies deploy, humanitarian coordination is organized by clusters, thematic groups led by a UN agency.

Your club will probably never work directly with OCHA. But if the disaster is severe enough to trigger an international response, understanding this system allows you to position yourselves intelligently.

The clusters and Rotary's role

Cluster	Lead agency	Possible Rotary role
Shelter	UNHCR or Red Cross	ShelterBox provides support. Your club can contribute via ShelterBox.
Water WASH	UNICEF	WASH-RAG coordinates the Rotary contribution. WASH Global Grants possible.
Food	WFP (World Food Programme)	Local distribution through your club. Financial donations.
Health	WHO	Rotarian health professionals as members.
Protection	UNHCR	RAGFP + Rotary Peace Fellows.
Education	UNICEF Save the Children	School projects via Global Grants.
Recovery	UNDP	Long-term Global Grants for reconstruction.

How your club fits in

A Rotary club can participate in cluster meetings as an observer or local partner. If you are in an area affected by a major disaster with international presence:

1. Identify the cluster relevant to your action (WASH if you work on water, Health if you have mobilized doctors, etc.)
2. Contact the cluster coordinator via the local authorities or OCHA
3. Delegate a member with the time and availability to attend meetings (often daily in the acute phase)
4. Share your field data, clusters need local information

Rotary's added value in this context: you are already there. Large international NGOs arrive within a few days, but you have been in the community for years. This knowledge of the ground is irreplaceable.

Building relationships before the disaster

Relationships are built before the disaster, not during. A Rotarian who shows up for the first time during a crisis offering to help will be less effective than a Rotarian whose face has been known by the local Red Cross manager for 3 years.

7 concrete actions to take every year

1. Invite the local Red Cross manager to a club meeting (mutual presentation, not a 45-minute speech, 15 minutes, Q&A, exchange of cards)

2. Participate in a civil protection exercise organized by the municipality or regional authority. Send 2-3 members. This gives you visibility and credibility.
3. Meet the fire brigade commander once a year. A 30-minute coffee is enough.
4. Participate in the International Day for Disaster Risk Reduction (October 13, UN). Organize a joint event with a local partner.
5. Sign a protocol or letter of intent with key organizations (Red Cross, city hall). Not a contract, a one-page document that says "in case of disaster, we will cooperate in the following manner".
6. Share your emergency plan with local partners. They will know what you can offer, and you will know what they expect.
7. List Rotarians who are also members of other organizations (volunteer firefighters, reservists, Red Cross volunteers). These dual hats are natural bridges between Rotary and rescue actors.

Partner directory: the document to keep up to date

Your club's Disaster Coordinator keeps an up-to-date directory of actors present in the territory. Simple format: a table with 5 columns.

Organization	Type	Contact (name + phone)	What they can provide	Last update
Local Red Cross	Rescue		Shelters, first aid, water	
City hall	Authority		Coordination, gyms, housing	
Fire service	Rescue		Rescue, extrication	
Food Bank	Social aid		Food distribution	
Hospital	Health		Care, triage	
ShelterBox	Rotary partner	rotaryrequest@shelterbox.org	Shelters, survival kits	
Local transport company	Private		Trucks, logistics	
Parish mosque	Community		Rooms, volunteers, social bond	

Update this directory once a year. Distribute it to all members of the disaster committee. Store it in the cloud AND as a printed version in the emergency kit.

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ACTIVATE THE NETWORK

Chapter 22

Coordinate on the ground

Integrating into official coordination

When a disaster strikes, the authorities activate a crisis management system. In France, it is the ORSEC plan. In the United States, the Incident Command System (ICS). In the Caribbean, the national disaster management agencies (CDEMA for the region, NEMO, ODPEM, etc. by country). Every country has its own.

Your club is not an accredited rescue service. You are not meant to replace the firefighters, civil protection, or the Red Cross. But you have something none of them has: a network of experienced professionals, a capacity for rapid funding, and a permanent presence in the community.

For this added value to be tapped, you must integrate into the official coordination system, not operate in parallel.

The 5 integration actions

1. Report in to the Municipal or Regional Coordination Point in the first hours. Introduce yourselves, state who you are and what you can offer.
2. Declare your capabilities: number of volunteers available, professional skills (doctors, engineers, logisticians), vehicles, available funds, equipment.
3. Ask for an intervention area or a specific role. Do not assign yourselves a mission. Ask: "Where do you most need us? What are you not covering?"
4. Attend coordination meetings. In the acute phase, they are daily. Always send the same person, the club's Disaster Coordinator or their deputy.
5. Report back on your actions within the shared framework. No separate Rotary report sent only to the district, an integrated report within the local coordination system.

Fundamental principle: Rotary supplements, supports and funds. It does not lead rescue operations. It respects the official chain of command.

The local coordination meeting

It is the simplest and most effective coordination tool. A daily 30-minute meeting with all actors present on the ground.

Format

Element	Detail
Frequency	Daily in the acute phase (first days to 2 weeks), then twice weekly
Duration	30 minutes maximum, not an hour, not 45 minutes. 30 minutes.
Location	City hall, crisis room, or videoconference (WhatsApp/Zoom)

Element	Detail
Participants	Rotary club + Red Cross + City hall + Fire service + Local associations
Facilitator	The official authority (city hall, regional authority), not Rotary

Typical agenda

Time	Item	Detail
5 min	Round table	Each organization summarizes in 1 minute what it has done since the last meeting
5 min	Identified needs not covered	Which problems remain unsolved?
5 min	Available resources not used	Who has equipment, volunteers, funds not yet deployed?
10 min	Task assignment	Who does what for the next 24 hours? Clear and named assignments.
5 min	Any other business emergencies	Unforeseen items, weather alerts, change in the situation

Discipline rules

- Each participant speaks once, briefly. No monologues.
- Decisions are recorded by a secretary (your club secretary can play this role).
- The minutes are distributed within the hour by WhatsApp or email.
- Absent parties are considered to agree with the decisions taken.

The NGO coordination sheet

This document is updated daily. It answers a single question: who does what where? It is the operational version of the 3W rule (Who does What Where).

Template

COORDINATION SHEET, Date: ___ / ___ / _____, Area: _____

Organization	Actions underway	Area covered
Red Cross		
City hall		
Fire service		
Rotary		
[Other]		

Unmet needs:

1. _____
2. _____
3. _____

Available resources not deployed:

1. _____
2. _____

Decisions taken:

1. _____
2. _____

Next meeting: ___ / ___ / _____ at ___ h ___

Keep 20 blank copies of this sheet in your emergency kit. In a disaster situation, you may not have access to a printer.

The 6 coordination pitfalls to avoid

These mistakes are classic. They cost time, credibility, and sometimes lives.

Pitfall 1, Arriving without reporting in

What happens: Your club deploys directly on the ground without informing the authorities. **Result:** you duplicate someone else's work, you get in the way of professional rescuers, and you create a safety risk for your own members.

Solution: First action: report to the coordination point. Always. Even if you think you are wasting time.

Pitfall 2, Distributing without coordination

What happens: Your club distributes food in one neighborhood while the Red Cross does the same thing two streets away. Another neighborhood receives nothing. Beneficiaries from the first neighborhood come back to line up at both distributions. Those in the second neighborhood are forgotten.

Solution: Before any distribution, check the map of ongoing actions. Use the coordination sheet. Ask at the meeting: "Who is distributing what where today?"

Pitfall 3, Ignoring local community leaders

What happens: You organize an action without involving the leaders of the affected community (neighborhood chiefs, imams, pastors, association presidents). The community does not trust you, the most vulnerable beneficiaries are forgotten, and tensions emerge.

Solution: From day one, identify local leaders and integrate them into your action. They know the most affected families, the isolated individuals, the real needs.

Pitfall 4, Promising more than you can deliver

What happens: In the emotion of the first hours, your president declares to the media that the club "will rebuild 50 houses". The club has neither the funds, nor the capacity, nor the mandate for that. Six months later, people are still waiting.

Solution: Only announce what is certain. "We are providing 200 hygiene kits this week", not "We will rebuild the neighborhood". Under-promising followed by over-delivering is always preferable.

Pitfall 5, Photographing victims without consent

What happens: A member photographs disaster-stricken families for the district report or social media. The photos circulate without consent. Damage to dignity, potential legal issues, and loss of community trust.

Solution: Ask for consent before each photo. If consent is not possible or relevant (crowds, emergency), anonymize. No identifiable faces of children without explicit parental authorization.

Pitfall 6, Disregarding NGOs already present

What happens: Your club launches its own operation without checking what the NGOs that have been in the area for years are doing. Rivalry, duplication, tensions. Local NGOs perceive you as a competitor, not a partner.

Solution: The daily coordination meeting. Systematic. And before launching any action: "Is anyone already doing this?"

Rotary's added value on the ground

When coordination is done right, Rotary brings three things that no one else brings in the same way.

1. The professional expertise of its members

Your members are not ordinary volunteers. They are doctors, engineers, lawyers, entrepreneurs, accountants, architects. This professional expertise is directly mobilizable in a disaster.

Skill	Application in a disaster
Doctor	Triage, basic care, health assessment
Structural engineer	Building assessment (safe to be demolished repairable)
Lawyer	Legal aid to victims (insurance, rights)
Accountant	Financial management of aid, fund traceability
Construction contractor	Organization of debris removal, repairs
Logistician	Supply chain, transport
Psychologist	Close psychological support
IT specialist	Restoring communications, digital tools

2. The capacity for rapid funding

Rotary can mobilize funds at three speeds: the DDRF (immediate), the DRG (2-4 weeks; 24-48 hours on pre-impact submission for a named storm), the Global Grant (3-6 months). No local NGO has this triple leverage. When the Red Cross needs 10,000 USD to buy water urgently and the usual funding channels are too slow, Rotary can sometimes fill the gap.

3. The international network

One call to DNA-RAG, and within 24 hours, your local club is connected to districts in Australia, Canada, Germany, Japan, with funds, expertise and partners for Global Grants. No other service organization has this global mesh activatable in less than 48 hours.

Field coordination checklist

To use from the first hours of the intervention:

- Reported to the Municipal / Regional Coordination Point
- Capabilities declared (volunteers, skills, funds, equipment)
- Intervention area or role assigned by the authorities
- First coordination meeting attended
- NGO coordination sheet filled in (day 1)
- Local community leaders identified and contacted
- Map of ongoing actions checked before any distribution
- Single spokesperson designated for the media
- Photo/consent protocol reminded to all volunteers
- SITREP sent to the district DRO

PART V
AFTER: REBUILD AND PROGRESS

Chapter 23

From response to recovery

When to switch: the 5 indicators

The transition from emergency response to recovery is not a switch. It is a gradual shift. But you have to know how to recognize it, because the tools, the funding and the skills required change completely.

Five indicators tell you that you are leaving the response phase to enter the recovery phase:

#	Indicator	What it means
1	No more rescues needed	Search and rescue operations are over. All trapped persons have been located.
2	Vital needs secured	Water, food and emergency shelter are available for all disaster victims. No one is dying of thirst, hunger or exposure.
3	Access restored	Main roads are passable. Teams can circulate. External supply is possible.
4	Area declared safe	The authorities have confirmed the absence of immediate hazards: no significant aftershocks, no chemical risk, no imminent dam break.
5	Civilian authorities in control	Crisis management has returned to normal civilian authorities. The emergency coordination center can reduce its pace.

When these 5 indicators are met, even partially, it is time to change operating mode. You shift from "saving lives" to "rebuilding lives".

Who makes the decision? The club's Disaster Coordinator, in consultation with the District DRO and the civilian authorities. It is not a unilateral decision.

Short-term recovery: 1 to 6 months

Short-term recovery is the gray zone between emergency and reconstruction. People have water and food, but they are sleeping under tarps. Roads are open, but schools are destroyed. The hospital is working, but at 30% of its capacity.

Priority actions

Action	Who in the club	Possible partners
Debris removal and cleanup	Project committee	Municipal authorities, construction companies
Temporary repairs (roof tarping, shoring)	Trained volunteers	Local companies, ShelterBox
Initial housing reconstruction	Project committee	Habitat for Humanity, local companies
Restoring drinking water access	WASH-RAG if activated	UNICEF, municipal services

Action	Who in the club	Possible partners
Resumption of school activities	Education committee	Ministry of Education, local NGOs
Support to shops and small businesses	Economic development committee	Chambers of commerce, microfinance
Psychological support	Club's health professionals	Local psychologists, Rotarian health professionals

Financing short-term recovery

Four sources, to be activated in this order:

1. DRG balance: If the Disaster Response Grant is not fully spent, the balance can fund transition activities (within the approved plan).
2. Club's own funds: Exceptional budget voted in meeting. Your members are the first contributors.
3. Donations received: Allocate them according to commitments made to donors. If a donor gave "for the emergency", do not use it for reconstruction without their agreement.
4. District DDRF: Request a supplement from the DG if needs exceed your capacities.

What you stop

As important as what you start: identify emergency activities that no longer have a reason to exist.

- Daily food distribution → transition to restoring the local market
- Shelter in gyms → transition to temporary family shelters
- SITREP every 6 hours → weekly SITREP
- Daily coordination meeting → twice weekly then weekly

Long-term recovery: Global Grants

Long-term recovery generally exceeds the capacity of a single club. This is where Global Grants make full sense: between 30,000 and over 400,000 USD, over 6 to 24 months, for sustainable reconstruction projects.

Your club's role in a Global Grant

Your club remains the indispensable local partner. The district pilots the grant, but without your knowledge of the ground, the project fails.

Club responsibility	Detail
Identify sustainable needs	Not emergency needs (already covered), reconstruction needs. Which schools to rebuild? Which water system to install? Which vocational training?
Write the field portion of the application	You are the eyes and ears of the grant. Description of the area, the beneficiaries, the local context.
Find the international partner club	Use Club Finder on MyRotary. Or ask DNA-RAG to connect you with a partner district.
Supervise local implementation	You are on site. You check that the construction company is doing the work correctly, that the beneficiaries receive what is planned, that the schedule is respected.
Document and report	Photos, data, testimonies. Stewardship reports depend on the quality of your field documentation.

Typical post-disaster recovery projects

Project type	Rotary area of focus	Indicative amount
Drinking water systems (boreholes, filters, tanks)	WASH	30,000 – 150,000 USD
Reconstruction of disaster-resistant schools	Education	50,000 – 200,000 USD
Semi-permanent health clinics	Maternal and child health	30,000 – 150,000 USD
Semi-permanent earthquake/cyclone-resistant shelters	Economic development	50,000 – 200,000 USD
Vocational training (construction, agriculture)	Economic development	30,000 – 100,000 USD
Agricultural recovery (seeds, tools, irrigation)	Economic development	30,000 – 100,000 USD
Ongoing psychological support	Health	30,000 – 100,000 USD
Environmental restoration (reforestation, dikes)	Environment	30,000 – 150,000 USD

5 examples, what the local club concretely contributed

The structuring and amounts of these 5 Global Grants are detailed in chapter 19. What follows highlights the role of the local club in each project, what no one else could have done in its place.

Example 1, Haiti: drinking water after Hurricane Matthew

A consortium of districts mobilized 98,000 USD to install 12 water purification systems and 45 latrines in the communes of Jérémie and Les Irois (Grand'Anse). 24 local technicians were trained in maintenance. Result: 4,200 people regained reliable access to drinking water, and waterborne diseases dropped by 60% over 12 months.

What the local club did: identifying sites, supervising installation, training technicians, quarterly stewardship reports.

Example 2, Philippines: typhoon-resistant schools

After Typhoon Haiyan, 185,000 USD funded the reconstruction of 5 primary schools in Leyte province, to earthquake- and cyclone-resistant standards. 35 teachers trained in emergency education, 1,800 school kits distributed. All 5 schools withstood Typhoon Hagupit the following year, proof that quality reconstruction protects future investments.

What the local club did: selecting sites with the Department of Education, construction quality control, organizing the distribution of school kits.

Example 3, Nepal: clinics after the earthquake

142,000 USD for 3 semi-permanent clinics in Sindhupalchok and Gorkha districts, isolated rural areas. 18 community health workers trained. Prenatal follow-up and infant vaccination program. Result: 6,500 consultations, 320 assisted deliveries, vaccination coverage restored from 15% to 85%.

What the local club did: identifying the most isolated communities, recruiting health workers, medicine supply logistics, continuous supervision.

Example 4, Mozambique: agricultural recovery after Cyclone Idai

76,000 USD to distribute flood-resistant seeds, tools and micro-irrigation systems to 350 families in Sofala province. 60 farmers trained in resilient techniques. 4 marketing cooperatives created. Result: 2,100 people regained autonomous food production within 2 seasons. 70% reduction in dependence on food aid.

What the local club did: identifying beneficiary families with local authorities, distributing seeds and tools, supporting cooperatives, monthly reports.

Example 5, Ecuador: earthquake-resistant shelters and training

112,000 USD for 30 semi-permanent earthquake-resistant shelters and the training of 80 workers in NEC-15 construction techniques in Manabí province. Result: 180 people rehoused, 80 certified workers of whom 45 found stable employment. The program was adopted as a reference by the local municipality.

What the local club did: partnership with the Universidad Técnica de Manabí for technical supervision, selection of beneficiary families, follow-up on worker training.

Common feature of these 5 examples: The local club played a decisive role in each project, not as the main implementer, but as field supervisor, local connector and quality guarantor. Without the local club, these Global Grants would have been theoretical projects. With the local club, they concretely changed lives.

The transition: from emergency to Global Grant

Practical timeline

```

DISASTER (D+0)
|
+-- D+0 to D+30: EMERGENCY RESPONSE
|   +-- Funds: DDRF + DRG (25,000 USD max)
|   +-- Your role: direct action, distribution, assessment
|
+-- D+30 to D+90: TRANSITION
|   +-- The 5 transition indicators are verified
|   +-- You begin to identify reconstruction needs
|   +-- You contact DNA-RAG for an international partner
|   +-- The DRFC begins preparing the Global Grant
|
+-- D+90 to D+270: GLOBAL GRANT PREPARATION
|   +-- Identification of the international partner (sponsor district)
|   +-- GMS completed if necessary
|   +-- Participatory needs assessment with beneficiaries
|   +-- Drafting and submission of the application
|
+-- D+270 to D+450: TRF APPROVAL
|   +-- Application review
|   +-- Response to clarification requests
|   +-- Approval and signing of the grant agreement
|
+-- D+450 to D+900: IMPLEMENTATION
|   +-- Fund transfer
|   +-- Field activities
|   +-- Ongoing documentation
|   +-- Stewardship reports
|
+-- D+900 to D+1000: CLOSURE

```

- +-- Final report
- +-- Impact evaluation
- +-- Rotary Showcase

The total timeline, from the disaster to the Global Grant closure, is 2 to 3 years. It is long. But it is sustainable reconstruction that really makes a difference, not the distribution of tarps (however necessary it may be in the first hours).

This duration creates a specific problem for clubs: the annual rotation of presidents. A Global Grant typically spans three successive presidencies, the one that launches it, the one that runs it, the one that closes it. If the memory of the project rests on the single president of the year, the grant loses coherence at every handover, and each new president rediscovers the file from an incomplete folder. This is precisely the role of the multi-year Disaster Coordinator (Chapter 25): carrying the continuity of the project through changes in governance, and ensuring the final report is as carefully prepared as the initial application.

This duration also creates an asymmetry between your fatigue and the expectations of the beneficiaries. At D+30, your club is exhausted. At D+90, public opinion has moved on. At D+365, you may be one of the only ones, alongside your district, still carrying the subject. The beneficiaries, themselves, have not forgotten, they simply measure your reliability over the long haul. It is in this second year, when the media phase has subsided and the real work begins, that the difference is made between a club that kept its promise and a club that quietly walked away.

The antidote rests on three simple habits: a quarterly grant review meeting written into the club's permanent calendar; a short semi-annual report (two pages, photos included) sent to donors even when "nothing new" is happening; an annual on-site visit by a club member, photos in hand. These three rituals, scheduled from the Global Grant signature onward, divide tenfold the risk of a recovery project stalling, and multiply the probability that beneficiaries, your district, and TRF will trust the club with the next grant.

Checklist: preparing the transition

- The 5 transition indicators verified
- Reconstruction needs identified (not emergency needs, sustainable needs)
- DNA-RAG contacted to connect with an international partner
- DRFC informed of the need for a Global Grant
- Participatory assessment planned with beneficiaries
- GMS checked for the club and the district (10 modules completed)
- DRG final report in preparation
- Field documentation accumulated (photos, data, testimonies)

Notes

PART V
AFTER: REBUILD AND PROGRESS

Chapter 24

Document and report

Why it matters as much as the action itself

You have just spent two weeks distributing water, sheltering families and coordinating volunteers. You are exhausted. The last thing you want to do is fill out forms.

Yet this is the most critical moment for documentation. If you do not document now, three things happen:

1. Your district loses its TRF qualification and will no longer be able to obtain grants, for anyone.
2. Your donors will never know what their money did, and will no longer give.
3. Lessons learned disappear with the memory of the participants.

Documentation is not administrative drudgery. It is the guarantee that your next DRG will be approved, that your next donors will trust you, and that the next affected club will benefit from your experience.

Mandatory reports if you received a DRG

If your district obtained a Disaster Response Grant from TRF and your club used all or part of the funds, three reports are mandatory. Missing these deadlines immediately blocks any future grant for the entire district, not just for your club.

The 3 stewardship reports

Preliminary report, 45 days after receipt of funds

Required element	Detail
Confirmation of receipt	Amount received, receipt date, account number
First expenses	List of expenses incurred with receipts
Updated implementation plan	Adjustments compared to the initial plan (if necessary)
Initial beneficiaries	Number of people helped, profile (families, children, elderly)
Difficulties encountered	Honest description of obstacles and solutions considered

What your club prepares for the DRFC:

- Expense table to date with scans/photos of receipts
- 5-10 photos of actions taken (with captions: what, where, when)
- Number of beneficiaries by category
- 10-line note on initial difficulties

Interim report, 6 months after receipt of funds

Required element	Detail
Cumulative expenses	Breakdown by budget line, plan vs. actual comparison
Mid-term beneficiaries	Updated figures + photos
Project progress	Status compared to initial plan
Receipts and supporting documents	100% of expenses justified to date
Budget adjustments	Any change from the approved budget requires pre-approval from TRF

What your club prepares for the DRFC:

- Complete financial table (revenue, expenses by line item, balance)
- All original receipts (high-resolution scans)
- Before/after photos if relevant
- Beneficiary list (anonymized if necessary, but with precise counts)
- Note on necessary adjustments

Final report, At project closure

Required element	Detail
Complete financial statement	100% of expenses justified. Not a single cent without a receipt.
Complete beneficiary list	With signatures if possible
Impact evaluation	Quantitative (how many people, how many kits, how many liters) AND qualitative (testimonies, observed change)
Before/after photos	Minimum 10 photos documenting the change
Testimonies	3-5 beneficiary testimonies
Lessons learned	What worked, what can be improved
Return of funds	If any funds have not been used, they must be returned to TRF

What your club prepares for the DRFC:

- Complete financial file with receipt index
- Photo file organized chronologically
- Written testimonies (with consent of the individuals)
- Impact evaluation note (1-2 pages)
- List of lessons learned

Consequences of non-compliance

Infringement	Immediate consequence	Long-term consequence
Preliminary report not submitted at D+45	TRF alert, reminder	Freeze on remaining funds
Interim report not submitted at M+6	Freeze on all funds	Loss of district qualification
Final report not submitted	Blocking of all future district grants	Demand for repayment of funds
Unjustified expenses	Request for additional supporting documents	Repayment required
Funds diverted from their purpose	Immediate suspension	Possible prosecution

This is not theoretical. Districts have lost their TRF qualification, and therefore access to all grants, because a club failed to submit its final report. The procedural cost of skipping this step is concrete, not symbolic.

Reports for direct donations (outside grants)

If your club received direct donations from individuals, businesses or other clubs (without going through TRF), you have no legal obligation to TRF. But you have a moral and practical obligation to your donors.

What you must provide

Action	Deadline	Content
Acknowledgment of receipt	48 hours after donation	Amount confirmation, thanks, commitment to use
Financial report to donors	30 days after end of operation	Use of each dollar received: revenue/expense table
Personalized thank-you letter	With the financial report	Personalized for donors over 500 USD
Impact report	60 days after end	Number of beneficiaries, actions taken, photos (with consent)
Tax receipt	If applicable under local law	Amount, date, donor identity, club tax number

Financial report template for donors

FINANCIAL REPORT - OPERATION [NAME]

Rotary Club of [city]

Period: from ___/___/_____ to ___/___/_____

REVENUE

Individual donations	_____	USD
Corporate donations	_____	USD
Donations from other Rotary clubs	_____	USD
Club's own funds	_____	USD
DRG TRF	_____	USD
District DDRF	_____	USD
Other	_____	USD

TOTAL REVENUE	_____	USD
---------------	-------	-----

EXPENSES

Drinking water	_____	USD
Food	_____	USD
Temporary shelters	_____	USD
Hygiene items	_____	USD
Medicines	_____	USD
Transport and logistics	_____	USD
Communication	_____	USD
Other (detail)	_____	USD

TOTAL EXPENSES	_____	USD
----------------	-------	-----

BALANCE	_____	USD
---------	-------	-----

Allocation of balance: _____

BENEFICIARIES

People directly helped	_____
Families served	_____
Meals distributed	_____
Kits distributed	_____

Certified accurate by:

Club President: _____ Date: ___/___/_____

Treasurer: _____ Date: ___/___/_____

Rotary Showcase: making your action visible

Rotary Showcase is the RI global platform for documenting and sharing club projects. Every response or recovery project should appear there.

Why

- **Global visibility:** other clubs around the world will see your project and can draw inspiration from it
- **Reference for future grants:** when you apply for a Global Grant, TRF will see that you have a history of documented projects
- **Credibility:** donors, partners and media can verify what Rotary does
- **Institutional memory:** when the president changes, the project remains documented

How

1. Log in to my.rotary.org
2. Go to Projects → Rotary Showcase
3. Click on Add a Project
4. Complete the fields: • Project name • Description (200-500 words) • Rotary area of focus • Geographic area • Number of beneficiaries • Total amount • Partners • Photos (minimum 3, maximum 10) • Lessons learned
5. Publish

When: As soon as the project closes, or at each major milestone for long projects.

Financial accountability: the golden rules

Total traceability

Every dollar received and every dollar spent must be traceable. No approximations, no "miscellaneous fees", no expenses without receipts.

Recommended filing system:

```
OPERATION [NAME] FOLDER
+-- 01-REVENUE/
|   +-- Individual-donations/
|   +-- Corporate-donations/
|   +-- Club-donations/
|   +-- DRG/
|   +-- DDRF/
+-- 02-EXPENSES/
|   +-- Water/
|   +-- Food/
|   +-- Shelters/
|   +-- Hygiene/
|   +-- Medicines/
|   +-- Transport/
|   +-- Other/
+-- 03-PHOTOS/
```

```
| +-- Before/  
| +-- During/  
| +-- After/  
+-- 04-BENEFICIARIES/  
| +-- Lists/  
| +-- Testimonies/  
+-- 05-REPORTS/  
| +-- Preliminary-report/  
| +-- Interim-report/  
| +-- Final-report/  
+-- 06-COORDINATION/  
  +-- SITREP/  
  +-- Meeting-minutes/  
  +-- District-correspondence/
```

7 financial management rules

1. Separate account: Open a sub-account or dedicated accounting line for the disaster operation. Do not mix with the club's current account.
2. Dual signature: Any expense over 500 USD requires two signatures (president + treasurer, or treasurer + disaster coordinator).
3. Systematic receipts: No expense without a receipt. Photograph each receipt the same day. Store in the cloud immediately.
4. No cash beyond 200 USD: Favor wire transfers and checks for traceability. If cash is the only means (isolated areas), have the supplier sign a receipt.
5. Inventory of items distributed: Each kit, each tarp, each food package distributed is noted in the beneficiary register with the name (or number) of the beneficiary.
6. Monthly report to the treasurer: Even in the middle of operations, the disaster coordinator makes a monthly financial check-in with the club treasurer.
7. 7-year archiving: Keep all financial documents for a minimum of 7 years (TRF requirement and legal requirement in most jurisdictions).

Documentation checklist

During the operation (daily)

- Photos taken with captions (what, where, when)
- Expense receipts photographed and stored in the cloud
- Beneficiary register updated
- SITREP sent to the district DRO

After the operation

- Preliminary report submitted (if DRG received, at D+45)
- Interim report submitted (if DRG received, at M+6)
- Final report submitted (if DRG received, at closure)
- Financial report sent to direct donors
- Thank-you letters sent
- Tax receipts issued (if applicable)
- Project documented in Rotary Showcase
- All receipts archived (physical and digital)
- Complete file transmitted to the next president

Notes

PART V
AFTER: REBUILD AND PROGRESS

Chapter 25

Debrief and improve

The post-action meeting

You have just spent weeks in crisis mode. Your members are tired. The president wants to get back to normal club activities. Everyone wants to move on.

This is exactly the moment when the debriefing must happen. Not three months from now when everyone has forgotten the details. Not "at the next board meeting". Now, within 30 days of the end of the operation.

Without a structured debrief, the same operational gaps tend to reappear in the next event, and there will be a next event.

The debriefing in 7 questions

Gather all members involved in the operation, the Disaster Coordinator, the club president, and ideally the District DRO. Duration: 2 to 3 hours. Not a normal club meeting, a dedicated working session.

A facilitator asks the 7 questions. A secretary takes structured notes. Each participant answers. No judgment, no blame, facts and lessons.

Who chairs the debriefing

Not the club president, nor the Disaster Coordinator. These are the two people most involved in operational decisions, they cannot facilitate with the necessary distance.

In order of preference:

1. The District DRO, external perspective, recognized authority, standardizes the method across clubs in the district
2. A neighboring club's Disaster Coordinator, peer, independent, understands the role
3. A club member not engaged in the operation (active retiree, new member), by default if the first two are unavailable

The president and the Coordinator are participants, not facilitators. They answer the questions like everyone else.

Question 1, What worked well?

Start with the positive. Identify what worked: the call-down list worked in 20 minutes, the emergency stock was in the right place, coordination with the city hall was smooth, a member used their professional network to obtain a generator in 2 hours.

Note each item with enough detail to make it reproducible.

Question 2, What did not work?

Without looking for a culprit. The emergency plan was outdated. The district DRO's number was wrong. No one knew where the tarps were. The first field assessment took 12 hours instead of 3. The treasurer was on vacation and no one else had access to the account.

Each dysfunction is an opportunity for concrete improvement.

Question 3, What resources were missing?

Equipment, skills, money, time, information. What did you lack? Examples: not enough volunteers trained in first aid, no bank account easily accessible on the weekend, no direct contact with ShelterBox, no translator for non-French-speaking families.

Question 4, What would we have done differently?

In hindsight, which decisions would have been made differently? Examples: start water distribution 6 hours earlier, contact DNA-RAG on day 1 instead of day 3, send the SITREP to the district before starting field actions.

Question 5, Was the emergency plan followed?

Did you have a plan. Did you follow it. If not, why. If the plan was unsuited to the reality of the disaster, that is essential information for updating it.

Question 6, Was communication effective?

Internal (between members), with the district, with partners, with the media, with beneficiaries. Where were there gaps? Misunderstandings? Contradictory messages?

Question 7, Did relationships with partners work?

Evaluate each partnership: Red Cross, city hall, fire service, NGOs, district, RAGs. What was smooth? What was blocked? Who was a reliable ally? Who was absent when needed?

The After-Action Report (AAR)

The debriefing produces a formal document: the After-Action Report. It is not a narrative of the operation, it is a structured improvement tool.

AAR structure

Section A, Operation summary

Element	Content
Type of disaster	Nature, date, geographic area
Rotary activation date	When the club began to act
Closure date	When the operation was declared ended

Element	Content
Total duration	In days
Activation level	Club alone, DCA-2, DCA-3

Section B, Quantified results

Indicator	Initial target	Actual result
People helped		
Households served		
Volunteers mobilized		
Volunteer hours		
Total budget spent (USD)		
Kits distributed		
Meals served		
Shelters provided		

Section C, Financial summary

Source	Amount received (USD)	Amount spent (USD)	Balance (USD)
Club funds			
DRG TRF			
District DDRF			
Global Grant			
Direct donations			
Zone Fund			
Other			
TOTAL			

Section D, What worked well

Numbered list with details and concrete examples. Minimum 5 points.

Section E, What must be improved

Problem identified	Impact (critical/moderate/minor)	Corrective action	Responsible	Deadline

The "Responsible" column and the "Deadline" column are the most important. Without owners and deadlines, corrective actions tend to drift and rarely close.

Section F, Partnership evaluation

Partner	Coordination quality	Notes
District	Excellent Good Average Poor	
Red Cross	Excellent Good Average Poor	
City hall	Excellent Good Average Poor	
RAG(s)	Excellent Good Average Poor	
ShelterBox	Excellent Good Average Poor	
Other	Excellent Good Average Poor	

Section G, Recommendations for the emergency plan

List of changes to be made to the club's emergency plan, classified by priority.

The complete AAR template is available in the Operational Templates (form 9). Use it as is, it was designed to cover all aspects without leaving anything out.

Updating the emergency plan

The debriefing is useless if the lessons are not integrated into the club's emergency plan. Here are the elements to systematically check and update.

Post-operation update checklist

Contacts and communications:

- Call-down list updated (numbers verified, departed members replaced)
- District DRO, DRFC and DG numbers verified
- Local partner contacts updated
- Phone tree tested and corrected if necessary
- WhatsApp or Signal channel verified as operational

Resources:

- Member skills inventory updated
- Emergency stock replenished (what was used is replaced)
- Emergency kit checked and recharged (forms, lamps, batteries, plan copies)
- Club emergency fund restored
- Bank account verified and operational

Procedures:

- Activation procedures modified according to lessons learned
- Roles and responsibilities clarified if gray areas were identified
- Alert thresholds adjusted if necessary

- DRG submission procedure documented with up-to-date contacts
- Coordination protocols with partners formalized

Training:

- Training needs identified (first aid, building assessment, crisis management)
- Training sessions planned for the following year
- New members trained in club emergency procedures

Sharing with other clubs

Your experience has a value that goes beyond your club. What you have learned can save time, money and lives in another club, another district, another country.

5 sharing channels

1. District meeting: Present your AAR at a district assembly or a training meeting. 20 minutes is enough: the facts, the lessons, the recommendations.
2. DNA-RAG: Send your AAR to DNA-RAG. They compile lessons learned from hundreds of operations worldwide. Your experience enriches the global knowledge base.
3. Rotary Showcase: Document your project on the global platform (see chapter 24). Other clubs can draw inspiration from it.
4. Neighboring clubs: Propose an inter-club with 2-3 clubs in your area. Share your experience informally, a working dinner, not a conference.
5. Rotary publications: Your district magazine, the club's website, social media. Not to put yourselves forward, so that others learn.

What to share

To share	Why
Mistakes made	This is what has the most value. A club that says "we made this mistake, here is how to avoid it" provides an immense service.
Procedures that worked	So that others can adopt them without having to invent them.
Useful contacts	The number of the DRO who answers at 3 a.m., the tarp supplier who delivers within 24 hours, the NGO that coordinates well.
Actual amounts	How much does a response operation really cost? Theoretical estimates are always wrong. Your actual figures are precious.
Actual timelines	How long between the DRG request and the receipt of funds? Between ShelterBox activation and shelter delivery? Actual timelines are the basis for any planning.

Building institutional memory

Rotary has a structural problem: annual rotation of presidents. Each year, the new president starts almost from scratch. Institutional memory is lost.

For disaster response, the cost is concrete: re-learning emergency procedures at every change of presidency means lost months and lost contacts. Institutional memory is what bridges that gap.

4 measures to preserve memory

1. The Club Disaster Binder

A physical AND digital file that contains:

- The club's emergency plan (current version)
- All AARs from past operations
- Key contacts (DRO, DRFC, DG, RAGs, local partners)
- Blank forms (SITREP, needs assessment, beneficiary register)
- Submitted stewardship reports
- Rotary Showcase documentation

This file is transmitted to the incoming president during the handover of powers. Not in a lost email, in person, with a 30-minute briefing session.

2. The permanent Disaster Coordinator

This role should not change every year. Identify an experienced and committed member, and keep them in position for at least 3 years. Continuity in this role is more important than democratic rotation.

How to get this through the club's general assembly. Most club bylaws are silent on the duration of standing committee chairs, and a three-year mandate is not the default in many clubs. Do not try to create an exception in the moment, frame it cleanly as a governance amendment.

1. Prepare a one-page brief for the board and the assembly. Title it Continuity of the disaster preparedness function. Include three points: the operational risk of resetting the function every year (institutional memory loss, contacts lost, plans unmaintained), three concrete actions only a multi-year coordinator can complete (full simulation cycle, district relationship, AAR follow-through), and the safeguards (annual report to the board, possibility of revocation by majority vote). 2. Propose a formal amendment to the club bylaws or standing rules: « The Disaster Coordinator is appointed for a renewable three-year term. The appointment may be revoked at any time by majority vote of the board. The coordinator reports annually to the board on preparedness status. » Adapt to local language and to your district's standard bylaws. 3. Time it with the club's annual cycle. Submit the amendment at the assembly that follows the club's annual planning meeting (typically May or June in many districts), so it takes effect with the new Rotary year on July 1st.

4. Anticipate the two objections. « It contradicts annual rotation. », answer: rotation applies to executive leadership (president, secretary, treasurer); standing committee chairs already vary in many clubs. « What if the coordinator becomes inactive? », answer: the revocation clause is built in, and the board reviews the role yearly.

The amendment usually passes once the operational case is made calmly and in writing. The hard work is preparing the page, not winning the vote.

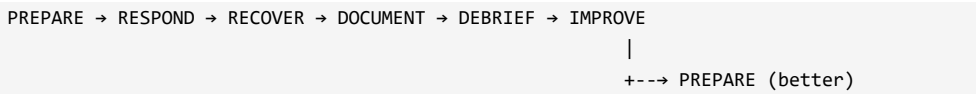
3. The annual exercise

One simulation per year, even a simple one (see the preparation chapters). This exercise refreshes procedures, tests contacts, and trains new members.

4. Contribution to the network

Systematically send your AARs to the District DRO and to DNA-RAG. Participate in district training meetings. Your experience feeds the network, and the network sends back the experiences of others.

Final word: the improvement cycle



Every disaster your club responds to makes your plan better, your members more competent, your contacts stronger, your response faster. Provided you close the loop.

The debriefing is not the end of the operation. It is the beginning of preparation for the next one.

PART VI
DISASTER CARDS

Chapter 26

Disaster cards: 20 types for quick reference

How to use. Each card fits on two pages. Print the ones that correspond to the risks of your territory. In a crisis situation, open the card, follow the actions in order. Do not read, execute.

Index of the 20 cards

The cards are sorted into six families. Each code (A1, B2, etc.) refers to the matching card in the following pages.

Family A, Geological

Code	Type	Warning speed
A1	Earthquake	Instantaneous, no warning
A2	Tsunami	Minutes to hours
A3	Volcanic eruption	Hours to days
A4	Landslide	A few hours, sometimes no warning

Family B, Meteorological

Code	Type	Warning speed
B1	Cyclone hurricane typhoon	3 to 7 days
B2	Flood	Hours to days
B3	Cold wave snowstorm	1 to 3 days
B4	Heat wave	2 to 7 days

Family C, Climate / environmental

Code	Type	Warning speed
C1	Drought	Weeks to months
C2	Wildfire	Hours, sometimes minutes

Family D, Industrial / technological

Cod e	Type	Warning speed
D1	HAZMAT explosion industrial accident	Instantaneous, no warning
D2	Nuclear radiological accident	Minutes to hours
D3	Major blackout	Instantaneous, no warning
D4	Mass transport accident	Instantaneous, no warning
D5	Building collapse (technological cause: defect, decay, overload)	Instantaneous, no warning

Family E, Health

Code	Type	Warning speed
E1	Epidemic pandemic	Days to weeks

Family F, Human / societal

Code	Type	Warning speed
F1	War armed conflict	Variable, often predictable
F2	Refugees mass displacement	Days to weeks
F3	Famine food crisis	Weeks to months
F4	Complex multi-hazard crisis	Variable

Tip. Do not print all 20 cards. Print only the 4 to 6 cards that match the risks mapped in chapter 3 for your territory, and slip them into the club's emergency kit.

A1, EARTHQUAKE

Code	A1, Family A: Geological
Speed	Instantaneous, no warning
Lead time	None
Duration	Seconds (impact) + days to weeks (aftershocks)
Affected area	Local to regional, major structural damage, broken networks

BEFORE, Specific preparation

- Identify club buildings predating earthquake codes
- Drinking water stock: 3 L/person/day × 72 h, minimum vital (full Sphere standard is 15 L/day all uses, see chapter 4) + non-perishable food
- Train 2 members in first aid in unstable environments (CERT)
- Gathering points in open space, far from buildings
- Pre-identify structural engineers in the member network

FIRST 6 HOURS, Immediate actions

- Call-down list from a secure open space
- DO NOT enter cracked buildings, aftershocks without warning
- Reach the gathering point, count members present/missing
- Assess damage from outside only (collapses, gas leaks, fires)
- Cut gas and electricity if accessible and safe
- Alert President + Disaster Coordinator by SMS (voice network saturated)
- Contact the District: escalate to DCA-2 or DCA-1 depending on scale, DRG prepared

CRITICAL PITFALLS

- Aftershocks: A standing building can collapse during an aftershock. Never enter without structural inspection, even to retrieve belongings.
- Rush to the rubble: Untrained volunteers hinder USAR teams. Wait for instructions from authorities.
- Tap water: Cracked pipes = contaminated water. Distribute only bottled or treated water until sanitary certification.

ACTIONS BY PHASE

72 hours	Stabilization (3-14 days)	Recovery (2 weeks, 6 months)
Area assessment in pairs, open spaces	Collective kitchens for victims + rescuers	Light reconstruction (roofs, non-structural repairs)
Map collapses, cut-off routes	Waiting lists for structural assessment (volunteer engineers)	Support families toward government aid
Emergency drinking water distribution (pipes frequently broken)	Volunteer rotations (physical and psychological fatigue)	Global Grant reconstruction of schools/clinics to seismic standards
Outdoor shelters (ShelterBox, tarps), no reintegration without inspection	Debris removal support if area is safe, otherwise logistics only	Photo and financial documentation for TRF stewardship
Launch DRG (25,000 USD) with rapid assessment report	Psychological support: people in shock	
Contact ShelterBox (shelter kits) + WASH-RAG (latrines)	Interim District report to adjust DRG or Global Grant	

ROTARY TOOLS

Tool	Use	Lead time
DRG (25,000 USD)	Water, shelters, emergency food	48-72 h
ShelterBox	Tents and family survival kits	From D+1
WASH-RAG	Drinking water, emergency latrines	From D+1
DNA-RAG	Coordination and technical expertise	Immediate
Global Grant	Reconstruction of schools/clinics	3-6 months

A2, TSUNAMI

Code	A2, Family A: Geological
Speed	Extreme (wave: 500 to 800 km/h in open sea, slowing to 30-50 km/h near the coast, NOAA)
Lead time	15-30 min (distant) to zero (local)
Duration	2-8 hours (series of 3 to 7 waves)
Affected area	Coastal, total destruction of low-lying areas, saline contamination of fresh water

BEFORE, Specific preparation

- Know the tsunami inundation zones (official maps)
- Evacuation routes to high ground from each meeting location
- Train members on the local tsunami warning signal (sirens, apps)
- Pre-position bottled fresh water stocks at high altitude

FIRST 6 HOURS, Immediate actions

- Upon alert or felt marine earthquake: immediate evacuation to high ground, without waiting for official confirmation
- DO NOT go to watch the sea, water receding announces the wave
- Gathering point at altitude: at least 30 m elevation or at least 1.5 to 3 km from the coast depending on local topography (NOAA, UNESCO IOC)
- DO NOT return to low-lying areas before the official alert is lifted by authorities (often several hours, sometimes more than a day; wave series spans 2-8 h)
- Call-down list from high ground
- Alert the District: potentially catastrophic situation, DRG anticipated

CRITICAL PITFALLS

- Deadly curiosity: Observing the sea receding from the beach kills. Height and distance are the only protections.
- Returning too early: Secondary waves (less visible) have killed rescuers who returned after the first wave.
- Well water: Even when clear, coastal water is contaminated by salt and pathogens for weeks.

ACTIONS BY PHASE

72 hours	Stabilization (3-14 days)	Recovery (2 weeks, 6 months)
Damage assessment after water retreat confirmed by authorities	Food distribution for displaced persons	DO NOT rebuild in low-lying coastal area without official study
Bottled fresh water, absolute priority (coastal wells salted)	Debris removal support in secure/dried areas	Global Grant reconstruction of infrastructure on high ground
Distribution points on high ground outside flooded areas	Recovery of lost official documents	Rebuilding of boats/equipment for fishermen
Reception of coastal displaced on high ground	Semi-permanent water purification (WASH-RAG)	Tsunami education with local schools
WASH-RAG: urgent fresh water solutions	Epidemiological surveillance (leptospirosis, cholera)	
ShelterBox for homeless families		

ROTARY TOOLS

Tool	Use	Lead time
DRG (25,000 USD)	Fresh water, shelters, food	48-72 h
WASH-RAG	Fresh water, purification	From D+1
ShelterBox	Shelters for displaced families	From D+2
Global Grant	Reconstruction outside risk zone	3-6 months

A3, VOLCANIC ERUPTION

Code	A3, Family A: Geological
Speed	Variable (slow to explosive)
Lead time	Hours to weeks (precursor signs: tremors, degassing)
Duration	Days to several years
Affected area	Local to regional, lava, lahars, ash, toxic gases (SO, CO)

BEFORE, Specific preparation

- Know the official evacuation plan and exclusion zones
- Stock of FFP2/N95 masks (ash → silicosis)
- Identify crops and livestock of member farmers
- Bottled water reserve (ash makes rainwater acidic)

FIRST 6 HOURS, Immediate actions

- Follow the evacuation orders of the volcanological authorities without discussion
- Help vulnerable persons evacuate the exclusion zone
- Distribute FFP2/N95 masks before evacuation
- Close shutters, doors, ventilation (slows ash penetration)
- Take animals with you or release them, do not stay for them
- Call-down list from a secure area outside the perimeter
- Alert District: potentially long duration, DRG from D+1

CRITICAL PITFALLS

- Returning too early: Exclusion zones are scientific. Pyroclastic flows: 200 to 1,000 °C, average speed ~100 km/h, up to 700 km/h in extreme cases (USGS); no chance of surviving them.
- Insufficient masks: A surgical mask does not block fine ash. Only FFP2 / N95 filter at least 94% of 0.3 µm particles, making them effective against fine volcanic ash (PM2.5 included).
- Underestimating duration: Accommodation "for a few days" while evacuation lasts months. Build Global Grant from week 2.

ACTIONS BY PHASE

72 hours	Stabilization (3 days, months)	Recovery (post-eruption)
Shelter centers for evacuees (plan for weeks, not days)	Volunteer team rotation (eruption = months)	Decontamination/cleaning of buildings
Respiratory masks for all + populations downwind	Ash cleaning on roofs (collapse if > 10 cm)	Global Grant water/irrigation systems
Bottled water (ash contaminates open reservoirs)	Continuous drinking water (recontamination at each rainfall)	Diversification of farmer livelihoods
Tarp water containers and cisterns	Psychological support: ongoing uncertainty	Gradual and secure return
Care for evacuated livestock	Support for farmers (remaining crops, losses)	
ShelterBox: evacuees for several weeks	District report for Global Grant	

ROTARY TOOLS

Tool	Use	Lead time
DRG (25,000 USD)	Masks, water, shelters for evacuees	48-72 h
ShelterBox	Long-term housing for evacuees	From D+2
Global Grant	Post-eruption water infrastructure	3-6 months
ESRAG	Soil rehabilitation	Medium term

A4, LANDSLIDE

Code	A4, Family A: Geological
Speed	Instantaneous
Lead time	None (possible precursor signs: ground cracking, tilting trees, cloudy water)
Duration	Seconds (impact) + 24-72 h secondary risk
Affected area	Local, slopes, exposed rural and urban areas

BEFORE, Specific preparation

- Identify members living/working on risk slopes
- Know the precursor signs: ground cracking, tilting trees, cloudy water
- Rapid evacuation plan for identified risk areas

FIRST 6 HOURS, Immediate actions

- Alert official rescue services first (GPS location)
- Safety perimeter: stay away from destabilized embankments and muddy areas
- Call-down list to identify potentially affected members
- DO NOT enter the mud zone without specialized equipment, risk of sinking
- Coordinate with the authorities to locate buried persons
- Alert the District: DCA depending on scale, DRG prepared

CRITICAL PITFALLS

- Mud as a trap: Dense as fresh concrete. A volunteer sinks into it in seconds. Never alone, never without a safety rope.
- Secondary slides: 24-72 h after the main event, the slope remains unstable. New rain = new slides.
- Hasty reconstruction: Never rebuild on the initial site without an official geotechnical study.

ACTIONS BY PHASE

72 hours	Stabilization (3-14 days)	Recovery
Emergency shelter in secure areas off the slope	Clearing road axes under authority supervision	DO NOT rebuild without geotechnical study
Drinking water (local sources turbid/contaminated)	Assessment of residual terrain stability	Global Grant family relocation to stable ground
Communication of missing persons lists	Psychological support: grief, loss of housing	Reforestation/slope stabilization (ESRAG)
Logistical support to official search teams	DRG documentation: photos, families, losses	Advocacy for building standards in risk areas
Weather monitoring: rains = increased risk		

ROTARY TOOLS

Tool	Use	Lead time
DRG (25,000 USD)	Shelter, water, logistics	48-72 h
Global Grant	Relocation, reforestation	3-6 months
ESRAG	Slope stabilization, reforestation	Medium term

B1, CYCLONE/HURRICANE/TYPHOON

Code	B1, Family B: Meteorological
Speed	Progressive (approach) then brutal (impact)
Lead time	3-7 days
Duration	12-48 h (passage) + days to weeks (consequences)
Affected area	Regional, winds > 120 km/h, storm surge, coastal and inland flooding

BEFORE, Preparation (from alert, D-3 to D-7)

- Activate the club's emergency plan as soon as the cyclone alert is issued
- Contact the District immediately: DRG can be submitted BEFORE impact (only case)
- Alert DNA-RAG and ShelterBox (pre-positioning of stocks)
- Secure club premises, pre-position supplies (water, tarps, chainsaws, generators)
- Identify and contact members in flood-prone coastal areas

FIRST 6 HOURS, During the storm + post-impact

- Stay inside until the official end of the alert, DO NOT go out during the eye
- Maintain contact with the Disaster Coordinator by SMS, listen to radio
- As soon as the alert is lifted: damage assessment in pairs with PPE
- Tarping is an absolute priority: cover damaged roofs before the next rains
- Clearing circulation axes (trees, debris)
- Distribution of water, food, tarps to the most affected households
- Report to the District for DRG activation

CRITICAL PITFALLS

- The eye of the hurricane: Lull of 15-60 min. The storm resumes in the opposite direction. Many casualties from going out during this calm.
- Roofs first: Tarping is more urgent than almost anything else. Every hour of delay irreversibly worsens interior damage.
- Power lines: Fallen poles and cables on the ground remain energized. Never approach them.

ACTIONS BY PHASE

72 hours	Stabilization (3-14 days)	Recovery (2 weeks, 6 months)
Needs inventory by neighborhood: roofs, water, electricity	Collective kitchens (no more gas or electricity)	Support for insurance/government aid
Generator fuel (refrigerated items, oxygen therapy)	Muck & gut with DAUSA if available	Global Grant infrastructure reconstruction
Distribution of tarps/water/food	Generators for vulnerable families	Training in hurricane-resistant construction
	Provisional repairs (windows, doors, roofs)	Complete stewardship with before/after photos
	Volunteer rotation every 48-72 h	

ROTARY TOOLS

Tool	Use	Lead time
DRG (25,000 USD)	Before and after impact	Pre-impact possible
ShelterBox	Tarps, tents, survival kits	From D+1
DAUSA	Muck & gut, debris removal	From D+3
DNA-RAG	Technical coordination	Immediate
Global Grant	Infrastructure reconstruction	3-6 months

B2, FLOOD

Code	B2, Family B: Meteorological
Speed	Rapid (flash flood: minutes) or slow (plain flood: days)
Lead time	Minutes to days depending on type
Duration	Hours to weeks
Affected area	Local to regional, groundwater contamination, epidemiological risks

BEFORE, Specific preparation

- Identify members living in flood-prone areas (local risk map)
- Stocks of water purification tablets (chlorine), portable filters
- Waders and gloves for intervention teams
- Identify residents on ground floors/basements for preventive evacuation

FIRST 6 HOURS, Immediate actions

- Preventive evacuation of identified flood-prone areas, before water rises
- NEVER cross on foot: 15 cm of flowing water knocks down an adult
- NEVER cross by car: 60 cm of water sweeps away a vehicle
- Cut electricity to homes being flooded
- Help vulnerable persons (elderly, people with reduced mobility, infants) reach upper floors/high ground
- Call-down list from a safe high area
- Alert the District: DCA depending on scale

CRITICAL PITFALLS

- Flood water = toxic: Sewage, chemicals, sharp debris, pathogens. Contact = full protection (boots, gloves, no open wounds).
- Premature returns: Structures weakened by saturation, short circuits, toxic molds developed.
- Leptospirosis: Rodent urine in flood waters, fatal. Symptoms 2-30 days after exposure.

ACTIONS BY PHASE

72 hours	Stabilization (3-14 days)	Recovery
Emergency drinking water: bottled or treated	Pumping/drying of buildings	Full disinfection of homes before reoccupation
High-ground gathering points + registration of families	Water filters and purification tablets on a large scale	Support for damage assessment (insurance)
Boats if available, evacuation of isolated persons	Cleaning/disinfection of dwellings (mud, mold)	Global Grant water/sanitation systems
Epidemiological surveillance with health authorities	Leptospirosis surveillance (fever + pain)	Reforestation, community dikes (ESRAG)
Hygiene kits (soap, gel, chlorine tablets)	Disinfection of wells/water points (WASH-RAG)	
DRG for water, hygiene, shelters		

ROTARY TOOLS

Tool	Use	Lead time
DRG (25,000 USD)	Drinking water, hygiene, shelters	48-72 h
WASH-RAG	Water purification, sanitation	From D+1
Global Grant	Water/sanitation infrastructure	3-6 months

B3, COLD WAVE / SNOWSTORM

Code	B3, Family B: Meteorological
Speed	Progressive
Lead time	24-72 hours
Duration	Days to weeks
Affected area	Regional, hypothermia, frostbite, CO poisoning, network outages

BEFORE, Specific preparation

- Stock of survival blankets, fleeces, warm clothing (various sizes)
- Map isolated elderly persons in the club's area
- Identify heated premises as warming centers (hall, gym, member's business)
- "Cold" kits: hot drink thermoses, hot water bottles, blankets, gloves, hats
- Raise awareness about the dangers of carbon monoxide (CO)

FIRST 6 HOURS, Cold's arrival

- Open warming centers as soon as the local danger threshold is reached
- Neighborhood network: each member calls 5 elderly/isolated neighbors
- Distribute warm kits to the homeless and vulnerable persons
- Transport isolated persons to warming centers
- Systematic CO alert: never a generator indoors, nor a barbecue as heating

CRITICAL PITFALLS

- Silent CO: Odorless, colorless, deadly. Absolute ban on any combustion device in enclosed space (generator, barbecue, brazier).
- Elderly persons: Thermoregulation degrades with age. An elderly person may be hypothermic without shivering or complaining.
- Frozen pipes: Bursting causes water damage upon thawing. Anticipate repairs.

ACTIONS BY PHASE

72 hours	Stabilization (during the wave)	After the wave
Warming center 24/7 coverage on rotation	Continued daily check on vulnerable persons	Safe return of hosted persons
Distribution of hot meals (soup, drinks)	Coordination with fire services/EMS for hypothermia	Water damage repairs (burst pipes)
Daily check on vulnerable persons (morning + evening visit)	Help for families without heating: alternative accommodation	Psychological assessment of exposed elderly persons
Help with emergency repairs to frozen pipes		

ROTARY TOOLS

Tool	Use	Lead time
DRG (25,000 USD)	Warming material, housing	48-72 h
Member network	Heated premises, transport	Immediate

B4, HEAT WAVE

Code	B4, Family B: Meteorological
Speed	Progressive
Lead time	24-72 hours
Duration	Days to weeks
Affected area	Regional, silent deaths of elderly persons, infants, chronically ill

BEFORE, Specific preparation

- Map isolated elderly persons and housing without air conditioning
- Identify air-conditioned premises as cooling centers
- Stock of water bottles, misters, portable fans
- Know the signs of heat stroke: confusion, dry/hot skin, loss of consciousness

FIRST 6 HOURS, Upon exceeding the alert threshold

- Open cooling centers (air-conditioned premises of the club/members)
- Neighborhood network: call or visit isolated elderly persons (morning AND evening)
- Distribute drinking water to immobile vulnerable persons
- Reminder of guidelines: drink without waiting for thirst, stay in the shade, avoid effort during hot hours
- Identify persons on at-risk medications

CRITICAL PITFALLS

- Silent death: Death from heat stroke at night, poorly ventilated housing. Victims do not ask for help. Physical visit is essential.
- Aggravating medications: Diuretics, antihypertensives, antidepressants, antiparkinson drugs alter thermoregulation. Persons on treatment = very high risk.
- Night without cooling: Nighttime temperature is the most decisive mortality factor.

ACTIONS BY PHASE

Heat peak	Stabilization	After the wave
Cooling center coverage + volunteer rotation	Continued monitoring of vulnerable persons	Hospitalized/deceased assessment, report to District
Cold/light meals (avoid cooking efforts)	Coordination with health authorities/EMS	Support for bereaved families
Transport of vulnerable persons to centers	Increased nighttime surveillance	Advocacy for insulation, ventilation, greening

ROTARY TOOLS

Tool	Use	Lead time
DRG (25,000 USD)	Water, fans, transport	48-72 h
Member network	Air-conditioned premises, volunteers	Immediate

D5, BUILDING COLLAPSE

Code	D5, Family D: Technological (origin: defect, decay, overload, sabotage)
Speed	Instantaneous
Lead time	None
Duration	Seconds (impact), survival window under rubble: 72 h
Affected area	Localized, trapped victims, USAR expertise required

BEFORE, Specific preparation

- Know local USAR (Urban Search and Rescue) and specialized rescue contacts
- Identify dilapidated buildings in the club's area
- Train members in logistical support for rescue teams

FIRST 6 HOURS, Immediate actions

- Immediately alert official rescue services with precise location (specialized rescue, USAR)
- Strict safety perimeter: rubble may collapse further
- DO NOT attempt rescue without USAR training
- Logistical support to rescuers: lighting, water for rescuers, witness registration
- Lists of potentially trapped persons (help families identify occupants)
- Call-down list to identify members potentially present

CRITICAL PITFALLS

- Improvised rescues: Pulling a survivor without assessing stability can trigger a secondary collapse, killing both survivor and rescuer.
- Secondary victims: Distress of families waiting. Provide volunteers dedicated exclusively to family support, separate from logistics teams.
- Cascade collapse: Adjacent buildings may be weakened. Extended perimeter.

ACTIONS BY PHASE

72 hours	Stabilization	Recovery
Psychological support for families awaiting news	Emergency housing for displaced occupants	DRG emergency rehousing of families
Rest/refreshment area for rescue teams	Help with administrative procedures (housing, insurance)	Global Grant if collective infrastructure
Coordination of funeral services in case of deaths	Official communication single information point	

ROTARY TOOLS

Tool	Use	Lead time
DRG (25,000 USD)	Emergency rehousing	48-72 h
Member network	Logistics, housing	Immediate

C1, DROUGHT

Code	C1, Family C: Progressive climatic
Speed	Very slow (weeks to months)
Lead time	Progressive indicators (vegetation indices, groundwater)
Duration	Months to years
Affected area	Regional, food, water, livestock, rural economy, child nutrition

BEFORE, Early warning indicators

- Track vegetation indices and groundwater levels (official indicators)
- Identify vulnerable farming communities in the club's area
- Local veterinary service contacts (first signal: livestock deaths)

FIRST SIGNS, Immediate actions

- Assessment of households in food and water insecurity (field visit)
- Distribution of drinking water to villages in shortage (tanker trucks, coordination with city halls)
- Targeted food distribution: children < 5 years, pregnant/breastfeeding women, elderly
- Support farmers with drought-adapted seeds
- Alert District for DRG if > 100 families affected
- Contact WASH-RAG for sustainable water solutions

CRITICAL PITFALLS

- Waiting too long: Chronic child malnutrition causes irreversible effects on cognitive development. Act at the first signs.
- Distributing without targeting: Untargeted distributions rarely benefit the most vulnerable. Identify priority households with the communities.
- Neglecting livestock: Often the entire economy of a rural household. Livestock death precipitates famine.

ACTIONS BY PHASE

Progressive phase	Aggravated phase	Recovery
Emergency drinking water for villages	Food for Work (FFW): paying in food	Rainwater harvesting (cisterns, small dikes)
Targeted food (children, pregnant women)	Emergency veterinary support for livestock	Water-efficient agriculture training (drip irrigation)
Drought-adapted seeds	Monitor migration to cities (signal of worsening)	Reforestation of degraded areas (ESRAG)
DRG if > 100 families	Global Grant boreholes/cisterns	Database of vulnerable areas
WASH-RAG water solutions		

ROTARY TOOLS

Tool	Use	Lead time
DRG (25,000 USD)	Emergency water and food	48-72 h
Global Grant	Boreholes, cisterns, irrigation	3-6 months
WASH-RAG	Sustainable water solutions	Medium term
ESRAG	Reforestation, climate resilience	Medium term

C2, WILDFIRE

Code	C2, Family C: Environmental
Speed	Very fast (hundreds of hectares in hours)
Lead time	Minutes to hours
Duration	Hours to weeks + 24-48 h resurgence
Affected area	Local to regional, total loss of property, long-distance toxic smoke

BEFORE, Specific preparation

- Stock of FFP2/N95 masks (smoke = fine particles + toxic compounds)
- Identify members in wildland-urban interface zones
- Know secondary evacuation routes (main ones often blocked)

FIRST 6 HOURS, Immediate actions

- Immediate evacuation at the first official alert, do not wait to see the fire
- DO NOT take time to gather belongings, leave immediately
- Close windows and doors (slows smoke and embers)
- Shut off gas supply to vacated buildings
- Wear FFP2 mask as soon as smoke is visible
- Call-down list from a secure area outside the perimeter
- Alert the District

CRITICAL PITFALLS

- Burned buildings: Heat weakens concrete and metal. Possible collapse hours after extinction. Never enter without structural assessment.
- Toxic materials: Fires release asbestos, heavy metals, toxins. Ash dangerous to handle without protection.
- Resurgence: A fire declared extinguished can resume 24-48 h later due to wind. Do not announce the end of the crisis prematurely.

ACTIONS BY PHASE

72 hours	Stabilization	Recovery
Emergency housing centers for evacuees (duration: weeks)	DO NOT return to burned buildings without structural assessment	Global Grant reconstruction of collective facilities
Respiratory masks (smoke persists days after extinction)	Help with respiratory disease care	Adapted reforestation (less flammable species, ESRAG)
Drinking water (networks melted/contaminated by ash)	Coordination with authorities on zone-by-zone return permits	Training in preventive brush clearing
Recovery of lost documents (civil status, insurance)	Administrative support: claims, government aid	
Psychological support: total loss of property = major shock		

ROTARY TOOLS

Tool	Use	Lead time
DRG (25,000 USD)	Shelters, masks, water	48-72 h
ShelterBox	Housing for evacuees	From D+2
ESRAG	Adapted reforestation	Medium term
Global Grant	Collective reconstruction	3-6 months

D1, HAZMAT EXPLOSION

Code	D1, Family D: Technological
Speed	Instantaneous (explosion) + cloud spread (hours)
Lead time	None
Duration	Hours to days (residual contamination: weeks)
Affected area	Local, invisible chemical/biological/radiological contamination zone

BEFORE, Specific preparation

- Identify at-risk industrial sites (SEVESO, fuel depots, chemical plants)
- Know the local emergency plan (ORSEC-TMD, PPI)
- Identify members: doctors, nurses, volunteer firefighters, chemical engineers

FIRST 6 HOURS, Immediate actions

- Move away from the area, the toxic cloud follows prevailing winds
- DO NOT approach to "help": without specialized PPE, each rescuer = additional victim
- Shelter in place if cloud approaches: windows closed, ventilation off
- Follow exclusively the instructions of the authorities (specialized firefighters, EMS)
- Call-down list to locate members in the danger zone
- Alert the District

CRITICAL PITFALLS

- Rescue reflex: The instinct to rush to help kills in HAZMAT. Wait for specialized authorities.
- Secondary contamination: Persons coming out of the zone must be decontaminated before being approached. Risk to helpers.
- Invisible cloud: Some chemicals are odorless and colorless. Rely solely on official measurements, not the senses.

ACTIONS BY PHASE

72 hours	Stabilization	Recovery
Reception/housing for evacuees outside the perimeter	Coordination of return to safe areas	Long-term psychological support
Distribution of water, food, hygiene	Support for economically affected families	Advocacy for industrial safety
Psychological support for victims' families	Medical follow-up of exposed persons	
Only verified official information relayed		
Member doctors: medical support for evacuees		

ROTARY TOOLS

Tool	Use	Lead time
DRG (25,000 USD)	Housing, food for evacuees	48-72 h
Member network	Doctors, logistics	Immediate

D2, NUCLEAR ACCIDENT / RADIOLOGICAL

Code	D2, Family D: Technological
Speed	Progressive (release can last days)
Lead time	Variable (minutes to hours depending on type of accident)
Duration	Days (accident), years (contamination, displacement)
Affected area	Regional, invisible contamination, prolonged displacement (e.g., Fukushima: > 15 years)

BEFORE, Specific preparation

- Know the nuclear power plants and radioactive sites within 20 km (FR PPI evacuation zone) to 80 km (extended ingestion zone, equivalent to US NRC EPZ)
- Know the stable iodine tablet distribution plan (city halls)
- Know the procedure: shelter in place (confinement) vs. evacuation by zone

FIRST 6 HOURS, Upon official announcement

- Immediate shelter in place if recommended: close openings, cut ventilation, stay inside
- Take stable iodine tablets if distributed by authorities (protects thyroid)
- DO NOT go out to assess, radiological contamination is imperceptible
- Evacuation if ordered: official routes only
- Call-down list by SMS from the shelter

CRITICAL PITFALLS

- Stable iodine vs. radioactive iodine: Iodine tablets must be taken before or just after exposure. They protect only the thyroid, not against other radionuclides.
- Premature normalization: Political/economic pressure for a rapid return to still-contaminated areas. Follow only official dosimetric data.
- Local food: DO NOT consume local water, vegetables, milk not certified safe by the authorities.

ACTIONS BY PHASE

72 hours	Stabilization	Long term (months-years)
Help evacuees to declared safe zones only	Verified information only (misinformation = danger)	Ongoing psychological support (grief for living place)
DO NOT distribute uncertified local food	Support for families with administrative procedures	Global Grant medical follow-up for exposed populations
Psychological support: fear of invisible contamination		Educational health projects for displaced communities
		Compensation support

ROTARY TOOLS

Tool	Use	Lead time
DRG (25,000 USD)	Help for evacuees in safe zones	48-72 h
Global Grant	Long-term medical follow-up	3-6 months

D3, BLACKOUT

Code	D3, Family D: Technological
Speed	Instantaneous
Lead time	None (storm, cyberattack, cascading failure)
Duration	Hours to days
Affected area	Local to regional, all systems affected: water, heating/AC, care, communication, cold chain

BEFORE, Specific preparation

- Identify members/relatives dependent on electrical medical devices (dialysis, respirator, insulin)
- Inventory generators available from members
- Identify a community center equippable with a generator
- Stock of lamps, batteries, candles

FIRST 6 HOURS, Immediate actions

- Vital priority: contact persons dependent on medical devices (dialysis, respirator, refrigerated insulin)
- Direct medical needs to hospitals with generators
- Inventory and lend generators to vulnerable persons
- Open a lit community center as a gathering point
- Systematic CO alert: never a generator indoors

CRITICAL PITFALLS

- CO kills silently: Generators indoors = death. Only outside, > 6 m (20 feet) from any opening (CDC, CPSC).
- Insulin and thermosensitive medications: Insulin is normally stable for 28 days at ambient temperature below 30 °C (FDA, ADA), but degradation is accelerated in heat waves or non-air-conditioned rooms. In a summer blackout, organize cold access within 48 h for diabetics.
- Water: Water network pumps no longer work. Water may stop flowing or lose its treatment pressure.

ACTIONS BY PHASE

24 hours	Beyond 24 h	Return of electricity
Priority contact with persons with medical devices	Cold chain: distribute/store refrigerated medicines/food	Verification of electrical equipment damage
Generators to vulnerable persons	Lamps, candles, backup batteries	Assessment of affected persons
Lit community center	CO risk information	District report
	Coordination of priority fuel deliveries	

ROTARY TOOLS

Tool	Use	Lead time
DRG (25,000 USD)	Generators, fuel, water	48-72 h
Member network	Generators, premises, transport	Immediate

D4, TRANSPORT ACCIDENT (MASS)

Code	D4, Family D: Technological
Speed	Instantaneous
Lead time	None
Duration	Hours (impact), days (victim and family management)
Affected area	Localized, numerous simultaneous victims, complex identification, media

BEFORE, Specific preparation

- Know the mass casualty protocols (ORSEC Novi or equivalent)
- Identify premises available for family reception
- Identify members speaking foreign languages (frequent international victims)

FIRST 6 HOURS, Immediate actions

- Trigger official rescue services and stay outside the safety perimeter
- Support to rescuers: lighting, water, supplies for medical teams
- Family reception point for victims' families: available premises, dedicated volunteers
- DO NOT photograph/film victims (dignity, disruption of rescue)
- Emergency psychological support for uninjured survivors in shock

CRITICAL PITFALLS

- Spontaneous volunteer surge: Spectacular accident = hundreds of volunteers. Without coordination, they hinder rescue. The club organizes and channels, does not join anarchically.
- Media: Single spokesperson. No statement on causes or responsibilities. Never comment on the official casualty toll.
- Non-local families: Often coming from far away, without local resources. Housing, transport, food must be planned.

ACTIONS BY PHASE

72 hours	Stabilization	Recovery
Coordination of psychological support teams	Support for families with administrative procedures	Long-term psychological support
Logistics for families from afar: housing, transport	Help with victim identification (translation)	Memorial ceremony if appropriate
District communication		

ROTARY TOOLS

Tool	Use	Lead time
Member network	Logistics, premises, translation	Immediate
DRG (25,000 USD)	If exceptional scale	48-72 h

E1, EPIDEMIC/PANDEMIC

Code	E1, Family E: Health
Speed	Exponential without barrier measures
Lead time	Days to weeks (first cases detected)
Duration	Weeks to years
Affected area	Local to global, overflow of health systems, secondary crises

BEFORE, Specific preparation

- Rotating PPE stocks: FFP2 masks, nitrile gloves, gowns, gel (renew before expiration)
- Club continuity plan (function if 30% of members are sick)
- Contacts with local public health officials
- Identify members who are health professionals

FIRST 6 HOURS, Upon local detection

- Preventive PPE distribution to health workers running out of stock
- Logistical support to health centers (transport, supplies, communication)
- Awareness campaign on barrier measures with health authorities (validated messages)
- Actively fight misinformation in the club network
- Alert District if scale exceeds local capacities

CRITICAL PITFALLS

- Misinformation: Rumors spread as fast as the pathogen. Only relay information verified by health authorities. Sourced or silent.
- Sick volunteers: Sending symptomatic volunteers "for lack of staff" is counterproductive and dangerous. Quarantine without exception.
- Misused PPE: A poorly fitted FFP2 does not protect. Practical training on PPE wearing before any intervention.

ACTIONS BY PHASE

Confirmed spread	Stabilization End of crisis	Recovery
Adapt club activities to official health measures	Vaccination campaigns with authorities (PolioPlus experience)	Post-epidemic psychological support
Food aid for isolated/confined persons	Help with economic recovery	Lessons learned report
Support for caregivers: food, materials, psychological		
Support for families of hospitalized patients		
No unauthorized gatherings		

ROTARY TOOLS

Tool	Use	Lead time
DRG (25,000 USD)	PPE, food, health support	48-72 h
WASH-RAG	Drinking water, emergency sanitation	From D+1
PolioPlus (experience)	Vaccination, awareness	Immediate
Global Grant	Long-term health infrastructure	3-6 months

F1, WAR / ARMED CONFLICT

Code	F1, Family F: Human
Speed	Variable (progressive or sudden escalation)
Lead time	Variable
Duration	Months to years
Affected area	Regional, direct danger, destroyed civilian systems, massive displacement

BEFORE, Club positioning

- Written policy of political neutrality communicated to all members
- Identify specialized humanitarian partners (ICRC, UNHCR, MSF, NRC)
- Update contact information for all members (their safety comes first)

DURING THE CONFLICT, Immediate actions

- Check the safety of ALL members via call-down list
- Support members evacuating dangerous areas
- NO direct intervention in combat zones, direct toward specialized humanitarian actors
- NEVER display support for a side (risk of targeting the club)
- Discreet communications with the District
- Help displaced populations only in declared safe areas

CRITICAL PITFALLS

- Perception of bias: Helping in an area controlled by one side = interpreted as support. Operate with official authorization and transparency.
- Fake humanitarian corridors: Some are not secure. Never enter a conflict zone without coordination with ICRC or experienced humanitarians.
- Member safety: The safety of Rotarians comes before any humanitarian action.

ACTIONS BY PHASE

Active phase (safe zones)	Relative stabilization	Post-conflict
Aid for displaced persons in safe zones: food, shelter, hygiene	Needs documentation for Global Grants	Global Grant civilian reconstruction (water, education, health)
Unaccompanied children → UNICEF, Save the Children	Basic medical aid via Rotarian health professionals (secured zone)	Long-term psychological support (war trauma)
		Reconciliation with RAGFP and Peace Fellows
		Vocational training for former combatants/displaced persons

ROTARY TOOLS

Tool	Use	Lead time
DRG (25,000 USD)	Aid for displaced persons in safe zones	48-72 h
RAGFP	Coordination of refugees, reconciliation, mediation	Medium term to post-conflict
Global Grant	Civilian reconstruction	Post-conflict

F2, REFUGEES / MASS DISPLACEMENT

Code	F2, Family F: Human
Speed	Variable (sudden or progressive flow)
Lead time	Variable (days if conflict known, zero if sudden)
Duration	Months to years
Affected area	Local to regional, complex needs: emergency + sustainable integration

BEFORE, Specific preparation

- Prior contact with refugee reception services (authorities, UNHCR, Red Cross)
- Identify members speaking foreign languages (critical asset)
- Identify spaces for temporary reception centers

FIRST 6 HOURS, Arrival of displaced persons

- Organized reception: registration point with simplified civil status
- Immediate needs: drinking water, food, temporary shelters, sanitation
- Safe separation for single women and unaccompanied minors (report to authorities)
- Medical triage call: medical emergencies, pregnant women, elderly
- Distribution of hygiene kits (towels, soap, toothbrush, blanket)
- Contact District for DRG and RAGFP coordination

CRITICAL PITFALLS

- Human trafficking: Camps/centers = hunting grounds for trafficking networks. Report any suspicious behavior. Never an unknown adult alone with minors.
- Helper fatigue: Displacement lasts for months. Strict rotations and psychological support for teams.
- Assistance without dignity: Always involve displaced persons in decisions. They are not objects of charity.

ACTIONS BY PHASE

First 2 weeks	Stabilization	Long term
School enrollment for children: immediate contact with local schools	WASH: sanitation in housing centers	Vocational training (Global Grant)
Administrative regularization: referral to competent services	Psychological support (displacement trauma, grief)	Local integration or voluntary return
Language classes for adults (volunteer member teachers)		Coordination with RAGFP + RAGCED expertise/funding
		Advocacy for dignified reception conditions

ROTARY TOOLS

Tool	Use	Lead time
DRG (25,000 USD)	Reception, water, food, shelters	48-72 h
RAGFP	Refugee expertise and coordination	From D+1
WASH-RAG	Water and sanitation in camps	From D+3
Global Grant	Training, integration, income	3-6 months

F3, FAMINE / FOOD CRISIS

Code	F3, Family F: Human
Speed	Progressive (weeks to months)
Lead time	IPC indicators available
Duration	Months to years
Affected area	Regional, more than 730 million people in chronic global undernourishment of whom approximately 280 million in acute food crisis IPC phase 3+ (FAO SOFI 2024, WFP GRFC 2024), children most vulnerable

BEFORE, Specific preparation

- Track IPC indicators (Integrated Food Security Phase Classification)
- Contacts with WFP (World Food Programme) and specialized NGOs
- Identify the most vulnerable areas and populations in the club's area

FIRST SIGNS, Immediate actions

- Validate the crisis through official IPC indicators
- Field assessment with local partners: households, areas, vulnerable groups
- Nutritionally adapted targeted food distribution (children < 5 years, pregnant women)
- RUTF (ready-to-use therapeutic food) for severely malnourished children
- Coordination with WFP and specialized NGOs
- Immediate DRG for local food purchases (prefer local markets to imports)

CRITICAL PITFALLS

- Adults at the expense of children: Uncontrolled distributions = weaker children eat less. Separate distributions for children < 5 years.
- Too rapid refeeding: Severely malnourished persons do not digest sudden normal nutrition. Refeeding syndrome = fatal. Work with health professionals.
- Social tensions: Food shortage generates conflicts over resources. Monitor and report.

ACTIONS BY PHASE

Progressive phase	Acute phase (declared famine)	Recovery
Targeted food distribution	DRG local food purchases	Global Grant agricultural projects
RUTF for severely malnourished children	Coordination with District + Global Grants	Rehabilitation of livelihoods
Coordination with WFP + NGOs	Monitor social tensions (conflict risk)	Training in resilient agricultural techniques
Continuous household assessment		

ROTARY TOOLS

Tool	Use	Lead time
DRG (25,000 USD)	Local food purchases	48-72 h
Global Grant	Agricultural projects, livelihoods	3-6 months
WASH-RAG	Water (drought often associated)	Medium term
ESRAG	Climate resilience, agriculture	Medium term

F4, COMPLEX MULTI-HAZARD CRISIS

Definition: superposition of two or three major stressors on the same population within a short time window. Documented examples: earthquake + epidemic (Turkey 2023), armed conflict + drought + famine (Sudan 2023-2024), floods + displacement + epidemic (Pakistan 2022), cyclone + pandemic (Philippines 2020). This is the typology that has been progressing the fastest since 2020.

CHARACTERISTICS

Parameter	Specificity
Trigger	Cascade, a primary hazard (earthquake, conflict, drought) creates the conditions for the second (epidemic, displacement, famine)
Scale	Multiplied by 3 to 10 compared to a single hazard
Duration	6 months to several years
Actors	Mandatory coordination among several OCHA clusters
Main pitfall	Treating each crisis separately, interactions get forgotten

BEFORE

- Identify cascade scenarios plausible for your territory (e.g., seismic zone + endemic epidemic; cyclone zone + food insecurity)
- Plan by combination, not by isolated hazard
- MOUs with health, WASH, food security actors, not just emergency rescue
- Diversified stocks (not everything in water, not everything in shelters)

FIRST 72 HOURS

- Identify the currently dominant stressor (the most urgent, not the most spectacular)
- Map interactions: does post-earthquake contaminated water create an epidemic risk? Do the displaced from the conflict put pressure on food stocks?
- Coordination from D+0 with all relevant clusters, not sequentially
- Enhanced SITREP, one section per stressor + one interactions section

CRITICAL PITFALLS

- Tunneling on the visible stressor: everyone films the earthquake, no one monitors the water. The epidemic arrives 3 weeks later and kills more than the earthquake.

- Competition between clusters: shelter vs. health vs. WASH, each one demands priority. Arbitrate quickly, with the DRO.
- Donor fatigue: a multi-hazard crisis lasts. Donations run out within 6-12 weeks. Plan the aftermath from D+30.
- Insufficient volunteer rotation: more than 6 months of operations = mandatory rotations every 14-21 days. Otherwise, collapse.

ACTIONS BY PHASE

72 hours	Stabilization (week 2-8)	Recovery (3 months+)
Mapping of stressors	Daily inter-cluster coordination	Multi-domain Global Grants (WASH + health + economic)
Prioritization of the most lethal	Matrix SITREP (one per stressor)	Resilience strengthening (cascade prevention)
DRG on the dominant stressor	Supplementary DRG if new stressor	Sustainable partnerships with specialized NGOs
OCHA coordination from D+0	ShelterBox + WASH-RAG + hunger response	ESRAG (climate) + RAGCED (economy)

ROTARY TOOLS

Tool	Use	Lead time
DRG (25,000 USD)	Dominant stressor in emergency	48-72 h
Secondary DRG	Emerging stressor (epidemic, displacement)	+45 days after 1st DRG
Multi-domain Global Grant	Coordinated reconstruction health+WASH+economy	3-6 months
DNA-RAG	Essential central coordination	< 24 h
WASH-RAG + hunger response + ESRAG	Simultaneous activation by stressor type	As needed
Zone Fund TRF central	Likely activation if multi-district	Variable

Rule: in a complex crisis, DNA-RAG is the recommended coordinator. Do not activate specialized RAGs in silos.

PART VI
DISASTER CARDS

Chapter 27

Deep dives: four high-complexity disasters

Why this chapter exists

The cards in Chapter 26 all fit on two pages. That is by design: in a crisis, you open the card and execute. But four disasters cannot be reduced to two pages without danger. Not because they are more severe than the others, all of them are, but because they share one precise trait: a well-meaning but ill-prepared club can make things worse, or get its own members killed.

The earthquake, because the building still standing can collapse on the first aftershock and bury the volunteer who went back in for a file. The nuclear accident, because the danger is invisible and no natural instinct protects you. The epidemic, because the club that gathers to help becomes a contamination cluster itself. War, because neutrality is not a moral posture but a survival condition, and a single naive act turns an aid convoy into a target.

This chapter is meant to be read cold, in advance, not during the event. The Chapter 26 cards remain your execution tools. These four deep dives are here so that, when the day comes, your reflexes are already the right ones. Each follows the same structure: what makes this case particular, what the club can do, the absolute red lines, and the lessons drawn from real events.

27.1 — Earthquake: maximum logistical complexity

Quick link: card A1 (Chapter 26).

What makes the earthquake particular

The earthquake stacks everything a disaster can impose at once: no warning, unstable buildings, ruptured water networks, mass casualties, severed communications, and a danger that does not stop with the main shock. It is the disaster where the gap between "wanting to help" and "knowing how to help without doing harm" is widest.

Three facts dictate everything the club does.

Aftershocks do not stop. According to the USGS, aftershocks can continue for days, weeks, months, sometimes years after the main shock. Omori's law describes their decay, roughly ten times fewer aftershocks on the tenth day than on the first, but their magnitude does not diminish over time: a strong aftershock remains possible long afterward. A building left standing after the quake can collapse in the next aftershock. This is reason number one why you do not enter a damaged structure, not even for a few seconds, not even to retrieve belongings.

Tap water becomes a hazard. Cracked pipes let sewage in; the pressure drop in the network draws in outside contaminants. Water still running from the tap is no longer safe until health authorities certify it. It is counterintuitive, which is exactly what makes it critical.

The first rescuers are always the residents themselves. In Kobe in 1995, more than 75 percent of buried people were freed by neighborhood mutual aid, before organized rescue arrived (Kawata, 1997). That does not mean amateurs should dig through rubble. It means the role of locals, you, is real and documented, provided it is held in the right place.

What the club CAN do

The frame is FEMA's light search and rescue (CERT program) and the INSARAG principles: the club acts in support, never as a substitute for professional urban search and rescue (USAR) teams.

Action	Detail
Assembly point	In open space, away from buildings. Account for members present and missing.
First aid and light triage	If a doctor or first responder is present: apply START triage (see box). Two gestures only during triage.
Rear logistics	Drinking water, food, fuel, transport, a safe base for the rescue teams. This is the most useful and safest role.
Local information to rescuers	Where trapped people likely are, building layouts, access. INSARAG considers residents' information valuable and to be actively sought.
Emergency water	Distribute only bottled or treated water. Treatment: rolling boil for 1 minute (3 minutes at altitude), or disinfection (8 drops of unscented bleach per 3.8 liters, rest 30 minutes, double if cloudy).
Keep onlookers away	Prevent convergence toward dangerous sites.

Box, START triage in 30 seconds. START (Simple Triage And Rapid Treatment) sorts the injured into four colors: GREEN (can walk), RED (immediate life threat), YELLOW (serious but can wait), BLACK (deceased or beyond help). During the triage pass, the caregiver performs only two gestures: open the airway, stop a major hemorrhage. No prolonged care until all the injured are triaged. For children, the JumpSTART variant applies.

Absolute red lines

- Never enter a damaged building. Re-entry is authorized only by a qualified assessor (structural engineer, sworn inspector). The international standard, ATC-20, uses a placard system: green (inspected, safe), yellow (restricted use), red (unsafe). These placards are neither posted nor removed by volunteers.

- Never dig through rubble. Walking on debris destabilizes the voids where survivors breathe and disrupts canine and technical search. Collapsed-structure search is a profession.
- Never erase or alter USAR team markings. The painted symbols (INSARAG or FEMA system) indicate which buildings have been searched and how many victims were found. Altering them causes already-cleared sites to be re-searched and wastes time that kills.
- Do not self-deploy. Insert into the local authority's coordination (the LEMA in INSARAG terms); do not arrive as a free agent.

Lessons from the field

Haiti, 2010. The response was massive but disorganized, to the point of being called the "Republic of NGOs." Worse: a cholera epidemic, introduced by peacekeepers who had come to help, killed more than 9,300 people. The lesson is harsh: ill-prepared relief can become a disaster itself.

Japan, Tōhoku 2011 and Noto 2024. Japan institutionalized disaster volunteering after the spontaneous chaos of Kobe: volunteers register at centers run by local councils, which assign them according to real needs. And in 2024, in Noto, authorities explicitly asked volunteers not to come until the damaged roads were cleared. The same society that built a culture of volunteering knew how to say "stay away for now." Knowing not to go is part of the job.

27.2 — Nuclear and radiological accident: the invisible danger

Quick link: card D2 (Chapter 26).

What makes the nuclear accident particular

It is the most counterintuitive disaster of all. The danger cannot be seen, smelled, or heard. No natural instinct protects you. In Goiânia, Brazil, in 1987, residents found a luminous blue powder in an abandoned medical device; they handled it, shared it, admired it. It was cesium-137. Four people died, nearly 250 were contaminated, 112,000 had to be screened. The powder was beautiful. That is the trap.

For a club, the conclusion is clear and freeing: you do not act in the zone, you act in a safe area, far from the source, and always under the direction of the authorities. Every decision on zoning, evacuation, sheltering, or iodine intake belongs to the authorities, never to the club.

Two distinctions must be perfectly understood before any action.

Exposure is not contamination. A person who has only been irradiated, as in an X-ray, is not radioactive and poses no danger to others. A contaminated person carries radioactive matter on them (skin, hair, clothing) and can transfer it. Confusing the two leads either to refusing to help someone who is harmless, or to contaminating yourself by handling them carelessly.

The three principles of radiation protection come down to three words: time (the less you

stay, the less you receive), distance (intensity drops fast with distance), shielding (put walls between yourself and the source). The official public message fits in one phrase: get inside, stay inside, stay tuned.

What the club CAN do

Reception centers and shelters are, by definition, located in uncontaminated areas. That is where volunteering is useful.

Action	Detail
Receiving evacuees in a safe area	Shelter, registration, orientation. Far from the source.
Logistics and material support	Food, clothing, essentials for families displaced in an emergency.
Psychosocial support	The dread of the invisible and the uprooting are massive. In Fukushima, it was not radiation that killed; the evacuation itself caused more than 60 deaths, mostly elderly.
Relaying official information	Faithfully convey the authorities' instructions, debunk rumors. Invent nothing, amplify nothing.
Help with simple decontamination, under instruction	Encourage removal of outer clothing: this single act removes up to 90 percent of external radioactive matter (CDC, REMM), followed by gentle washing with soap, no scrubbing, no conditioner.

Box, stable iodine (potassium iodide tablets). It saturates the thyroid with non-radioactive iodine to block radioactive iodine. It protects only the thyroid, and only against radioactive iodine: it is not an anti-radiation pill. It is taken only on the authorities' orders, in a narrow window around the exposure. Priority goes to children, pregnant and breastfeeding women, and the young, whose thyroids are most sensitive. This is the direct lesson of Chernobyl, where iodine-131 carried by contaminated milk caused roughly 6,000 thyroid cancers in people exposed as children.

Absolute red lines

- Never enter the contaminated zone or the cordoned perimeter. Reserved for trained, equipped responders monitored by dosimetry.
- Never handle a contaminated victim without training, protective equipment, and dosimetry.
- Never judge "by eye" that a zone or object is safe. Radioactivity is invisible. Only instruments and specialists measure it.
- Never distribute iodine on your own initiative, and never believe it protects against anything but the thyroid.

- Never consume or distribute local food or tap water before the authorities clear it. Boiling does not remove radioactivity.

Lessons from the field

Fukushima, 2011. No deaths attributed directly to radiation, but dozens of deaths linked to stress and the displacement of the most fragile. And a warning signal about disinformation: residents of the US west coast, thousands of kilometers away and at no risk, took iodine by mistake. A club's role is not to calm panic by improvising, but to relay reliable official information.

Goiânia, 1987. The textbook case of the orphan source. It teaches three things: radioactivity is invisible, it spreads by contact and by people, and a full urban decontamination is a colossal undertaking. If something unknown glows, you do not touch it, you alert the authorities.

27.3 — Epidemic and pandemic: when the club can become the vector

Quick link: card E1 (Chapter 26).

What makes the epidemic particular

Two things, which no other disaster combines. First, duration: a pandemic is counted in months and years, not days. Emergency logistics are not enough; you have to last, rotate teams, avoid exhaustion. Second, and this is the central trap, the club that organizes to help can itself spread the disease. The gathering of volunteers, the distribution, the weekly meeting become clusters.

The example is documented with chilling precision. On March 10, 2020, in Skagit County (Washington State), a choir met to rehearse. Sixty-one people present, one symptomatic. Result: 53 infections, two deaths. The attack rate reached 53 to 87 percent depending on case definition (CDC, 2020). The duration (two and a half hours), the proximity, the shared snacks, and the singing, which projects aerosols, were enough. A club meeting has exactly the same risk profile.

The golden rule: match the barriers to the mode of transmission. There is no single toolbox.

Mode of transmission	Typical diseases	Priority barriers
Respiratory, aerosols	Influenza, COVID-19	Mask, ventilation, distance, no indoor gathering
Fecal-oral, water	Cholera	Safe water, sanitation, handwashing, oral rehydration (ORS)
Contact, fluids	Ebola	Protective equipment, isolation, safe and dignified burials

What the club CAN do

Serve, yes, but contactless and protected.

Action	Detail
Contactless distribution	Drive-through pickup, pre-packaged parcels, home delivery. No gathering, lines spaced at least 1 meter apart, one-way flow.
Reaching isolated vulnerable people	Elderly, immunocompromised, precarious. Enable their protective shielding by delivering groceries and medicine: this is the volunteer's unique value, sparing them from going out.
Maintaining social connection	Regular phone calls. The WHO estimates in 2025 that one person in six suffers from loneliness; prolonged confinement worsens it. A call costs nothing and protects.
Fighting disinformation	Relay verified information, debunk rumors and fake cures. This is a recognized role (community engagement of the WHO and the IFRC).

Box, the right mask. From least to most protective: cloth, then surgical, then FFP2 / N95 (filtration of at least 94 to 95 percent), then FFP3 (at least 99 percent). Fit to the face is decisive: a poorly fitted FFP2 does not keep its promises. Gloves do not replace handwashing: misused, they become vectors themselves. The baseline measure remains hand hygiene.

Absolute red lines

- Do not meet in person when community transmission is active. The club switches to videoconference.
- Never relay an unvalidated cure. In Iran, in 2020, the rumor that alcohol would kill the virus caused nearly 5,900 hospitalizations for methanol poisoning and 800 deaths. The volunteer who shares a "trick that works" can kill.
- Do not stigmatize the sick, caregivers, or groups: stigma drives people to hide cases and pushes back care-seeking.

- Do not burn out your volunteers. On a long crisis, plan rotation, rest, and psychological support from the start. An exhausted team collapses.

Lessons from the field

Ebola, West Africa 2013-2016. Traditional burials, which involve touching and washing the body, were a major driver of transmission. The Red Cross safe and dignified burial program, run by trained volunteers, prevented between 1,411 and 10,452 secondary infections (PLOS NTD, 2017). Proof that well-supervised volunteers change the course of an epidemic, where volunteers left to themselves would have amplified it.

COVID-19. American food banks served more than 60 million people in 2020 by switching to contactless distribution (Feeding America). The model works: you keep helping by changing the method, not by stopping.

27.4 — War and armed conflict: neutrality as a survival condition

Quick link: card F1 (Chapter 26). Read with Chapter 4, "when not to act."

What makes war particular

It is the only case where the wrong decision results not in ineffective aid, but in death, abduction, or unwitting complicity in a crime. War imposes a rule the other disasters do not have: neutrality is not an opinion, it is a condition of access and survival. The ICRC describes it as the lifeline that allows crossing the front lines. As soon as an organization is perceived as taking sides, it becomes a target, and it loses access to the victims on the other side.

For a club, the guiding principle is simple and must be owned without guilt: you act in a safe area, in the rear, never on the front line. The clubs that mattered during the war in Ukraine did not enter the combat zones; they received refugees, organized cross-border aid, supported families from neighboring countries. That is where a club is useful and legitimate.

What the club CAN do

Action	Detail
Receiving refugees and displaced people	Shelter, essentials, schooling, administrative support, in a safe area.
Cross-border aid	Collection and forwarding through established channels, never by venturing into the conflict zone yourself.
Supporting families	Sponsorship, financial and psychological support for relatives who stayed or left.
Backing mandated actors	Relay and fund the work of the ICRC, the UNHCR, organizations whose job this is.

Action	Detail
Advocacy	Make the situation known, mobilize without taking sides in the conflict itself.

Box, the red cross and red crescent emblem. It is not a generic humanitarian logo. It is a protective sign governed by the Geneva Conventions. Its use is reserved; misusing it, for example to "protect" a convoy not entitled to it, is a violation of international law and can constitute a war crime (perfidy). A club never displays this emblem on its vehicles or buildings.

Absolute red lines

- Never enter an active conflict zone. The risk of crossfire, abduction, and mines is real and does not forgive amateurism.
- Never transport weapons or combatants. That means losing neutrality, hence protection.
- Never take sides in the causes of the conflict. The club helps people, all people.
- Never gather intelligence or serve, even indirectly, a military party.
- Never touch a mine or unexploded ordnance. After the fighting, explosive devices remain a lasting danger. The rule is absolute: do not touch, mark the area if possible, report to the authorities and the demining organizations (UNMAS, and specialized organizations such as the HALO Trust or Humanity & Inclusion). In 2024, the Landmine Monitor recorded 6,279 mine casualties, about 90 percent of them civilians.
- Do not substitute for mandated actors. The ICRC has a unique mandate over conflicts: visiting prisoners, restoring family links. You go through it; you do not imitate it.

Lessons from the field

Ukraine, since 2022. The documented model of what a network of clubs can do. From neighboring, secured countries, European Rotary clubs organized the reception of refugees and the forwarding of aid. The Rotary disaster response fund committed 17.4 million dollars through 375 grants over the year 2023. No one needed to go under the bombs to be useful.

The hero's trap. The history of recent conflicts is littered with sincere volunteers who set off alone to "bring aid," and became hostages, casualties, or burdens on the professional rescuers who had to be mobilized to find them. Naive heroism helps no one. Courage, in a war zone, is to hold your place in the rear and to hold it for a long time.

To remember for all four cases. The common thread is not fear, it is clarity. In these four disasters, the club's first competence is not to act fast, but to know precisely where its scope of action ends. Knowing your limit is not a weakness: it is what separates the aid that saves from the goodwill that adds victims.

PART VII
APPENDICES AND TOOLS

Chapter 27

Appendix A - Operational forms

How to use: These 10 forms are designed to be photocopied and used in the field. Print them BEFORE the disaster. Keep 20 copies of each in your emergency kit. Each form works on paper (by hand) or digitally (fillable PDF).

Table of forms

1. SITREP, Situation Report
2. Rapid Needs Assessment
3. Beneficiary Register
4. Daily Financial Log
5. Volunteer Registration
6. Donations and Gifts Tracking
7. Press and Social Media Releases
8. NGO Partnership Agreement (MOU)
9. After-Action Report (AAR)
10. Funding Decision Tree

Form 1, SITREP, Situation Report

Frequency: Every 6 hours (Phase 1), then daily (Phase 2), then weekly (Phase 3). Filled by: Club Disaster Coordinator or District DRO. Recipients: District (DRO), Zone, DNA-RAG if activated.

SITREP No. _____ | Date: ____/____/____ | Time: ____:____

Club / District: _____

Report author: _____ Phone: _____

Type of disaster: _____

Activation level: Club alone DCA-3 DCA-2 DCA-1

Financial recommendation (to be checked by the author): No external funding needed

District DDRF DRG to be submitted Zone Fund Global Grant to be set up

A, General situation

Element	Data
Affected geographic area	
Estimated total population affected	
Number of confirmed deaths	
Number of injured	
Number of displaced persons	
Number of destroyed homes	
Number of damaged homes	
Critical infrastructure out of service	

B, Status of essential services

Service	Functional	Partial	Out of service
Drinking water	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Electricity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Telephone network	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Main roads	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hospital health center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Schools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Market supply	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

C, Rotary actions underway

Action	Responsible	No. beneficiaries	Status
			<input type="checkbox"/> In progress <input type="checkbox"/> Completed
			<input type="checkbox"/> In progress <input type="checkbox"/> Completed
			<input type="checkbox"/> In progress <input type="checkbox"/> Completed
			<input type="checkbox"/> In progress <input type="checkbox"/> Completed
			<input type="checkbox"/> In progress <input type="checkbox"/> Completed
			<input type="checkbox"/> In progress <input type="checkbox"/> Completed

D, Immediate unmet needs

Priority	Need	Estimated quantity	Urgency
1			<input type="checkbox"/> Critical <input type="checkbox"/> Urgent <input type="checkbox"/> Moderate
2			<input type="checkbox"/> Critical <input type="checkbox"/> Urgent <input type="checkbox"/> Moderate
3			<input type="checkbox"/> Critical <input type="checkbox"/> Urgent <input type="checkbox"/> Moderate
4			<input type="checkbox"/> Critical <input type="checkbox"/> Urgent <input type="checkbox"/> Moderate
5			<input type="checkbox"/> Critical <input type="checkbox"/> Urgent <input type="checkbox"/> Moderate

E, Available resources

Resource	Quantity	Source
Funds available (club/district)	USD	
Active volunteers		
Vehicles		
Emergency stocks		

F, Next steps (next 6-24 hours)

1. _____
2. _____
3. _____

G, Requests to the higher level

- No request
- Activation of higher DCA → justification: _____
- DRG request → estimated amount: _____ USD
- RAG activation → which one: _____
- Other: _____
- Signature: _____ Date/Time: _____

Form 2, Rapid Needs Assessment

When: Within the first 6 hours after the disaster. By whom: Club assessment team (minimum 2 persons). Duration: 1 to 3 hours in the field.

Date: ___/___/_____ Start time: ___:___ End time: ___:___

Assessors: 1. _____ 2. _____

Area assessed: _____

GPS (if available): Lat: _____ Long: _____

Domain 1, Affected population

Category	Estimated number
Affected families	
Affected persons (total)	
Children (0-5 years)	
Children (6-17 years)	
Pregnant breastfeeding women	
Elderly (65+)	
Persons with disabilities	
Deceased persons	
Injured persons	
Missing persons	

Domain 2, Housing / shelter

Status	Number of houses
Totally destroyed	
Partially damaged (habitable)	
Partially damaged (uninhabitable)	
Intact	

Emergency housing needed for: _____ families

Potential sites identified: _____

Domain 3, Water and sanitation (WASH)

Element	Yes	No	Partial
Access to drinking water	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Functional water network	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Usable latrines toilets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Risk of water contamination	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Functional waste disposal system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Liters of drinking water needed / day: _____

Domain 4, Food

Element	Yes	No	Details
Food stocks available in the area	<input type="checkbox"/>	<input type="checkbox"/>	For days
Functional local market	<input type="checkbox"/>	<input type="checkbox"/>	
External supply possible	<input type="checkbox"/>	<input type="checkbox"/>	
Community kitchen possible	<input type="checkbox"/>	<input type="checkbox"/>	

Number of meals / day needed: _____

Domain 5, Health

Element	Yes	No	Details
Functional health center nearby	<input type="checkbox"/>	<input type="checkbox"/>	
Medical personnel available	<input type="checkbox"/>	<input type="checkbox"/>	
Medicines available	<input type="checkbox"/>	<input type="checkbox"/>	
Identified epidemic risk	<input type="checkbox"/>	<input type="checkbox"/>	
Women/children requiring urgent care	<input type="checkbox"/>	<input type="checkbox"/>	No.:

Domain 6, Infrastructure

Infrastructure	Functional	Damaged	Destroyed
Main road	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bridge(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Electricity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fixed telephone	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mobile network	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Domain 7, Access

Site access by: Road Track Foot only Water

Access time from the club: _____ hours

Obstacles identified: _____

Domain 8, Safety

Element	Yes	No	Details
Area safe for responders	<input type="checkbox"/>	<input type="checkbox"/>	
Secondary risks (aftershocks, floods, landslides)	<input type="checkbox"/>	<input type="checkbox"/>	
Presence of law enforcement	<input type="checkbox"/>	<input type="checkbox"/>	
Reported looting risk	<input type="checkbox"/>	<input type="checkbox"/>	
Safe access for distributions	<input type="checkbox"/>	<input type="checkbox"/>	

Immediate priority needs (rank 1 to 10)

Rank	Need
	Drinking water
	Food
	Emergency shelters tarps
	Medical care
	Clothing blankets
	Hygiene items
	Evacuation
	Search and rescue
	Psychological support
	Other:

Organizations already present

Organization	Type of aid	Contact

Observations and photos

Field notes: _____

Photos taken: Yes (number: _____) No

Assessor 1 signature: _____ Date: _____

Assessor 2 signature: _____ Date: _____

Form 3, Beneficiary Register

Use: Document each distribution of aid. One form per distribution point per day. Mandatory for TRF stewardship reports.

Distribution header

Date: ___/___/___ Distribution location: _____

Type of aid distributed: _____

Distribution manager: _____ Club: _____

Funding: Club funds DRG DDRF Global Grant Direct donations Other

Beneficiary list

No.	Full name	No. pers. in household	Location address	Identified needs	Aid received (type + quantity)	Signature or fingerprint
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
21						
22						

No.	Full name	No. pers. in household	Location address	Identified needs	Aid received (type + quantity)	Signature or fingerprint
23						
24						
25						

Distribution summary

Element	Total
Total number of beneficiaries	
Total number of households served	
Total quantity distributed	
Estimated value (USD)	
Remaining stock	

Notes: _____

Manager signature: _____ Witness signature: _____

Form 4, Daily Financial Log

Use: Dedicated disaster cash log. One form per day. Dual signature mandatory for any expense > 100 USD.

Financial log, Date: ___/___/_____

Club / District: _____ Treasurer: _____

Dedicated disaster account No.: _____

Opening balance

Source	Amount (USD)
Previous day's balance carried over	
Allocated club funds	
DRG received	
DDRF received	
Donations received today	
TOTAL AVAILABLE	

Expenses of the day

No.	Description	Supplier	Amount (USD)	Category	Receipt No.	Authorized by
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
		TOTAL EXPENSES				

Categories: A =	B =	C =	D =	E =	F =	G =
Food/water	Shelters/materials	Transport/logistics	Health/hygiene	Communication	Administrative	Other

Closing balance

Calculation	Amount (USD)
Total available	
- Total expenses	
= Closing balance	

Cumulative balance since the start of the operation: _____ USD

Supporting documents

Type	Quantity
Receipts invoices attached	
Purchase orders	
Photos of receipts (if originals lost)	

Treasurer signature: _____ President signature: _____

Form 5, Volunteer Registration

Use: Register each volunteer BEFORE deployment. Verify skills, availability and health status. Keep this register for insurance and follow-up.

Volunteer registration form

Registration date: ____ / ____ / ____ Club: _____

Identity

Field	Information
Full name	
Date of birth	
Primary phone	
Secondary phone	
Email	
Address	
Emergency contact (name + phone)	
Rotary member	<input type="checkbox"/> Yes (Club:) <input type="checkbox"/> No
Rotaract Interact	<input type="checkbox"/> Yes <input type="checkbox"/> No

Skills

Skill	Yes	Level	Certification
First aid basic CPR	<input type="checkbox"/>	<input type="checkbox"/> Basic <input type="checkbox"/> Advanced	Date:
Psychological support (PFA)	<input type="checkbox"/>	<input type="checkbox"/> Basic <input type="checkbox"/> Advanced	Date:
Medical (nurse, doctor)	<input type="checkbox"/>	Specialty:	No.:
Construction repair	<input type="checkbox"/>	<input type="checkbox"/> Basic <input type="checkbox"/> Advanced	
Electricity plumbing	<input type="checkbox"/>	<input type="checkbox"/> Basic <input type="checkbox"/> Advanced	
Heavy vehicle driving	<input type="checkbox"/>	License:	
Communication media	<input type="checkbox"/>	<input type="checkbox"/> Basic <input type="checkbox"/> Advanced	
Logistics stock management	<input type="checkbox"/>	<input type="checkbox"/> Basic <input type="checkbox"/> Advanced	
Community cooking	<input type="checkbox"/>	<input type="checkbox"/> Basic <input type="checkbox"/> Advanced	
Translation (languages:)	<input type="checkbox"/>		
Other:	<input type="checkbox"/>		

Availability and assignment

Day	Available	Hours	Assignment area
Monday	<input type="checkbox"/>	to	
Tuesday	<input type="checkbox"/>	to	
Wednesday	<input type="checkbox"/>	to	
Thursday	<input type="checkbox"/>	to	
Friday	<input type="checkbox"/>	to	
Saturday	<input type="checkbox"/>	to	
Sunday	<input type="checkbox"/>	to	

Possible commitment duration: 1-3 days 1 week 2 weeks 1 month+

Mobility: Personal vehicle Public transport Transport needed

Health and safety

Element	Response
Medical restrictions	<input type="checkbox"/> No <input type="checkbox"/> Yes:
Allergies	<input type="checkbox"/> No <input type="checkbox"/> Yes:
Vaccinations up to date	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Don't know
Personal insurance covering volunteering	<input type="checkbox"/> Yes <input type="checkbox"/> No

Field check-in/out

Date	Arrival time (check-in)	Departure time (check-out)	Area mission	Manager signature

Commitment

I commit to:

- Respect safety instructions
- Follow the coordinator's instructions
- Not communicate with the media without authorization
- Report any incident or injury immediately
- Respect the dignity of persons helped

Signature: _____ Date: ____ / ____ / _____

Consolidated volunteer register (summary table)

No.	Name	Primary skill	Phone	Availability	Deployed on	Area	Check-out
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							

Form 6, Donations and Gifts Tracking

Use: Track every donation received. Mandatory for transparency, tax receipts and thank-you letters. One form per week or per campaign.

Donation register, Operation: _____

Club / District: _____ **Period:** from ___/___ to ___/___

Tracking manager: _____ **Phone:** _____

No.	Donor (name or organization)	Amount Description	Date	Reception method	Allocation purpose	Tax receipt issued	Thanks sent
1				<input type="checkbox"/> Transfer <input type="checkbox"/> Check <input type="checkbox"/> Cash In kind		<input type="checkbox"/>	<input type="checkbox"/>
2				<input type="checkbox"/> Transfer <input type="checkbox"/> Check <input type="checkbox"/> Cash In kind		<input type="checkbox"/>	<input type="checkbox"/>
3				<input type="checkbox"/> Transfer <input type="checkbox"/> Check <input type="checkbox"/> Cash In kind		<input type="checkbox"/>	<input type="checkbox"/>
4				<input type="checkbox"/> Transfer <input type="checkbox"/> Check <input type="checkbox"/> Cash In kind		<input type="checkbox"/>	<input type="checkbox"/>
5				<input type="checkbox"/> Transfer <input type="checkbox"/> Check <input type="checkbox"/> Cash In kind		<input type="checkbox"/>	<input type="checkbox"/>
6				<input type="checkbox"/> Transfer <input type="checkbox"/> Check <input type="checkbox"/> Cash In kind		<input type="checkbox"/>	<input type="checkbox"/>

No.	Donor (name or organization)	Amount Description	Date	Reception method	Allocation purpose	Tax receipt issued	Thanks sent
7				<input type="checkbox"/> Transfer <input type="checkbox"/> Check <input type="checkbox"/> Cash <input type="checkbox"/> In kind		<input type="checkbox"/>	<input type="checkbox"/>
8				<input type="checkbox"/> Transfer <input type="checkbox"/> Check <input type="checkbox"/> Cash <input type="checkbox"/> In kind		<input type="checkbox"/>	<input type="checkbox"/>
9				<input type="checkbox"/> Transfer <input type="checkbox"/> Check <input type="checkbox"/> Cash <input type="checkbox"/> In kind		<input type="checkbox"/>	<input type="checkbox"/>
10				<input type="checkbox"/> Transfer <input type="checkbox"/> Check <input type="checkbox"/> Cash <input type="checkbox"/> In kind		<input type="checkbox"/>	<input type="checkbox"/>
11				<input type="checkbox"/> Transfer <input type="checkbox"/> Check <input type="checkbox"/> Cash <input type="checkbox"/> In kind		<input type="checkbox"/>	<input type="checkbox"/>
12				<input type="checkbox"/> Transfer <input type="checkbox"/> Check <input type="checkbox"/> Cash <input type="checkbox"/> In kind		<input type="checkbox"/>	<input type="checkbox"/>
13				<input type="checkbox"/> Transfer <input type="checkbox"/> Check <input type="checkbox"/> Cash <input type="checkbox"/> In kind		<input type="checkbox"/>	<input type="checkbox"/>
14				<input type="checkbox"/> Transfer <input type="checkbox"/> Check <input type="checkbox"/> Cash <input type="checkbox"/> In kind		<input type="checkbox"/>	<input type="checkbox"/>

No.	Donor (name or organization)	Amount Description	Date	Reception method	Allocation purpose	Tax receipt issued	Thanks sent
15				<input type="checkbox"/> Transfer <input type="checkbox"/> <input type="checkbox"/> Check <input type="checkbox"/> <input type="checkbox"/> Cash <input type="checkbox"/> In <input type="checkbox"/> kind		<input type="checkbox"/>	<input type="checkbox"/>

Totals

Category	Total
Total monetary donations (USD)	
Total in-kind donations (estimated value USD)	
Grand total	
Number of tax receipts issued	
Number of thanks sent	

Form 7, Press and Social Media Releases

Golden rule: ONE designated spokesperson. Every release validated by the President or DG before publication.

7.1 Press release template

PRESS RELEASE

[Rotary Logo]

For immediate release

Date: ____/____/____

Press contact:

Name: _____

Phone: _____

Email: _____

[HEADLINE - Clear action, 10 words maximum]

Example: Rotary Club of [city] mobilizes ___ volunteers
after [type of disaster]

[City], [date] - The Rotary Club of [name] / District
[number] of Rotary mobilizes following [brief description
of the disaster] which affected [area] on [date].

PARAGRAPH 1 - The facts:

[Describe the situation: number of people affected, damage,
context]

PARAGRAPH 2 - Rotary's action:

[Concretely describe what Rotary is doing: number of
volunteers, type of aid, amounts committed, partnerships]

PARAGRAPH 3 - Quote:

"[Quote from Club President or District Governor],"
says [Name], [Title].

PARAGRAPH 4 - How to help:

Those wishing to contribute can:

- Make a donation: [link or bank details]
- Volunteer: [contact]
- Follow developments: [Facebook page / website]

PARAGRAPH 5 - About Rotary:

Rotary brings together ___ members in ___ clubs across the world. [1-2 sentences on the Rotary mission and disaster response].

END OF RELEASE

High-resolution photos available on request.

7.2 Social media templates**Initial post (0-6 hours)**

ALERT - [Type of disaster] in [location]

The Rotary Club of [name] is activating its emergency response.

Our teams are in the field to assess needs and provide first aid.

More information to follow.

#Rotary #[City] #DisasterResponse #PeopleOfAction

Mobilization post (6-24 hours)

UPDATE - Response to [disaster] in [location]

Our teams have already:

- [Action 1 - e.g., distributed 200 hygiene kits]
- [Action 2 - e.g., opened 2 shelter centers]
- [Action 3 - e.g., mobilized 45 volunteers]

___ families have received emergency aid.

To help financially: [donation link]

To volunteer: [contact]

#Rotary #PeopleOfAction #DisasterRelief

Thank-you post (after operation)

THANK YOU - Summary of our response to [disaster]

In ___ days, thanks to YOU:

- ___ families helped
- ___ volunteers mobilized

- ___ USD collected and distributed
- ___ kits distributed

Thanks to our partners: [list]

Thanks to all donors and volunteers.

Rotary continues to support the reconstruction.

#Rotary #PeopleOfAction #ThankYou

Form 8, NGO Partnership Agreement (MOU)

Use: Formalize any partnership with an NGO that exceeds 2 weeks or 5,000 USD. Mandatory for Global Grants.

PARTNERSHIP AGREEMENT
FOR DISASTER RESPONSE

BETWEEN:

The [Rotary Club of _____ / District _____ of Rotary]
Represented by: _____
Position: _____
Address: _____
Phone: _____ Email: _____

Hereinafter referred to as "Rotary"

AND:

[Name of NGO / Partner organization]
Represented by: _____
Position: _____
Address: _____
Phone: _____ Email: _____

Hereinafter referred to as "the Partner"

ARTICLE 1 - PURPOSE

This agreement defines the terms of collaboration between Rotary and the Partner for the response to:

Type of disaster: _____
Geographic area: _____
Target population: _____
Start date: ____/____/_____
Expected duration: _____

ARTICLE 2 - ROTARY COMMITMENTS

Rotary commits to:

- Provide funding of _____ USD
- Mobilize _____ volunteers
- Provide equipment: _____
- Ensure coordination with District / Zone
- Produce stewardship reports required by TRF
- Other: _____

ARTICLE 3 - PARTNER COMMITMENTS

The Partner commits to:

- Deploy _____ qualified personnel
- Provide technical expertise in: _____
- Ensure logistics of: _____
- Provide activity reports: Weekly Monthly
- Respect humanitarian standards (Sphere, CHS)
- Mention Rotary in its communications
- Provide financial supporting documents
- Other: _____

ARTICLE 4 - BUDGET AND FINANCING

Total operation budget: _____ USD

Line item	Rotary (USD)	Partner (USD)	Other (USD)
Personnel			
Material equipment			
Transport logistics			
Food water			
Housing			
Administration			
Other			
TOTAL			

Payment terms:

- In one payment upon signing
- In _____ installments: _____
- Upon presentation of invoices
- Other: _____

ARTICLE 5 - COORDINATION

Coordination meetings: Daily Weekly

Bi-monthly

Rotary focal point: _____ Phone: _____

Partner focal point: _____ Phone: _____

Progress reports: Weekly Monthly

ARTICLE 6 - COMMUNICATION AND VISIBILITY

- All public communication mentions both parties.
- The Rotary logo is used in accordance with the RI brand guide.
- The Partner does not solicit donations on behalf of Rotary.
- Photos of beneficiaries respect their dignity and consent.

ARTICLE 7 - DURATION AND TERMINATION

Duration: from ___/___/_____ to ___/___/_____

Renewal: Automatic By mutual agreement No

Early termination: possible by each party with
_____ days' notice, by written notification.

In case of termination, the Partner returns unused
funds within _____ days.

ARTICLE 8 - REPORTS AND STEWARDSHIP

The Partner provides Rotary with:

- Interim report no later than ___/___/_____
- Final report no later than ___/___/_____
- Supporting documents (receipts, invoices, photos)
- Beneficiary list (anonymized if necessary)
- Impact evaluation

ARTICLE 9 - DISPUTES

Any dispute will be resolved by amicable conciliation.
Failing this, the competent courts of _____
will be seized.

Made in two copies in _____, on ___/___/_____

For Rotary:

For the Partner:

Name: _____

Name: _____

Position: _____

Position: _____

Signature: _____

Signature: _____

Witness:

Witness:

Name: _____

Name: _____

Signature: _____

Signature: _____

Form 9, After-Action Report (AAR)

Use: Structured debriefing meeting after each operation. Mandatory. Recommended duration: 2-3 hours. All participants invited.

After-Action Report, Operation: _____

AAR date: ____/____/____

Facilitator: _____ Secretary: _____

Participants:

No.	Name	Role in the operation
1		
2		
3		
4		
5		
6		
7		
8		

Section A, Operation timeline

Date/Time	Event Decision	By whom

Section B, Operation summary

Element	Detail
Type of disaster	
Disaster date	
Rotary activation date	
Closure date	
Total operation duration	days
Geographic area	
Activation level	<input type="checkbox"/> Club <input type="checkbox"/> DCA-3 <input type="checkbox"/> DCA-2 <input type="checkbox"/> DCA-1

Section C, Results

Indicator	Initial target	Actual result
People helped		
Households served		
Volunteers mobilized		
Volunteer hours		
Total budget spent (USD)		
Kits distributed		
Meals served		
Shelters provided		

Section D, Funding

Source	Amount received (USD)	Amount spent (USD)	Balance (USD)
Club funds			
DRG			
DDRF			
Global Grant			
Direct donations			
Zone Fund			
Other			
TOTAL			

Section E, What worked well

No.	Element	Detail Example
1		
2		
3		

No.	Element	Detail Example
4		
5		

Section F, What did not work / needs improvement

No.	Problem identified	Impact	Recommended corrective action	Responsible
1		<input type="checkbox"/> Critical <input type="checkbox"/> Moderate <input type="checkbox"/> Minor		
2		<input type="checkbox"/> Critical <input type="checkbox"/> Moderate <input type="checkbox"/> Minor		
3		<input type="checkbox"/> Critical <input type="checkbox"/> Moderate <input type="checkbox"/> Minor		
4		<input type="checkbox"/> Critical <input type="checkbox"/> Moderate <input type="checkbox"/> Minor		
5		<input type="checkbox"/> Critical <input type="checkbox"/> Moderate <input type="checkbox"/> Minor		

Section G, Recommendations

No.	Recommendation	Priority	Deadline	Responsible
1		<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low		
2		<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low		
3		<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low		
4		<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low		
5		<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low		

Section H, Post-operation psychological support

Element	Yes	No	Details
Signs of stress fatigue identified in volunteers	<input type="checkbox"/>	<input type="checkbox"/>	
Psychological debriefing organized	<input type="checkbox"/>	<input type="checkbox"/>	Date:
Referral to professional support if necessary	<input type="checkbox"/>	<input type="checkbox"/>	
1-month follow-up planned	<input type="checkbox"/>	<input type="checkbox"/>	Date:

This report will be archived and transmitted to:

- District (DRO)
- Zone (if DCA-2/3)
- DNA-RAG (if activated)
- TRF (with stewardship report)

Facilitator signature: _____ Date: ____/____/____

Form 10, Funding Decision Tree

Use: When a disaster occurs, follow this tree to determine which funding mechanism to activate, in what order.

DISASTER OCCURS

|
v

Does the Club have own funds available?

```
-- YES --> Use immediately (no approval needed)
|           Recommended max budget: 2,000-5,000 USD
|           |
|           v
|           Sufficient?
|           |-- YES --> Continue with club funds + move to AAR
|           '-- NO --> v
|
|-- NO --> v
```

Does the District have a DDRF (District Disaster Relief Fund)?

```
-- YES --> The DG authorizes an immediate disbursement
|           Typical amount: 5,000-15,000 USD
|           Lead time: a few hours
|           |
|           v
|           Sufficient?
|           |-- YES --> Continue + report to District
|           '-- NO --> v
|
|-- NO --> v
```

Request a DRG (Disaster Response Grant) from TRF

```
-- Amount: up to 25,000 USD
-- Condition: District qualified by TRF
-- Approval lead time: 2-4 weeks (24-48 h pre-impact for named storms)
-- Submission via MyRotary (DG + DRFC)
| |
| v
| Sufficient?
| |-- YES --> Execute + stewardship report within 12 months
| '-- NO --> v
|
v
```

Does the Zone have a Zone Disaster Response Fund?

```
-- YES --> Request a supplement from the Zone
|           Typical amount: 10,000-50,000 USD
|           |
|           v
```

```

|           Sufficient?
|           |-- YES --> Execute + report to Zone
|           '-- NO --> v
|
|-- NO --> v

Set up a TRF Global Grant
|-- Amount: 30,000 to 400,000 USD
|-- Requires: District DDF + international partner
|-- Lead time: 3-6 months (planning to recovery)
|-- Ideal for: reconstruction, WASH, training
|
v

Can they be combined?
|-- YES - Mechanisms are COMBINABLE:
|   |-- DRG + DDRF + Club funds = immediate response
|   |-- Global Grant = medium-term recovery
|   |-- Zone Fund = multi-district coordination
|   '-- DNA-RAG Fund = technical expertise
|
v

WARNING - Non-combination rules:
|-- A DRG does NOT fund the same expenses as a Global Grant
|-- DDF used for a Global Grant cannot be used for a DRG
|-- Club funds do NOT require TRF stewardship
'-- Any TRF funding (DRG + Global Grant) requires a report

```

Mechanism summary table

Mechanism	Amount	Lead time	Who decides	Stewardship
Club funds	1,000-5,000 USD	Immediate	President	No (internal)
DDRF	5,000-15,000 USD	Hours	DG	District report
DRG	Up to 25,000 USD	2-4 weeks (24-48 h pre-impact)	TRF	Yes (12 months)
Zone Fund	10,000-50,000 USD	Days	Zone Director	Zone report
Global Grant	30,000-400,000 USD	3-6 months	TRF	Yes (mandatory)
DNA-RAG Fund	Variable	Days	DNA-RAG Chair	RAG report
TRF Central Fund	Variable	Weeks	TRF Trustees	Yes

Quick reference, which funding at which moment

This quick reference condenses the full decision tree into a single sheet, to be photocopied and slipped into the club's emergency kit. It answers one operational question: at H+12, at D+5, at D+30, at M+6, which of the seven mechanisms should be activated?

By response phase

Phase	Time since event	Mechanisms to activate	Club's immediate action
Immediate emergency	0 – 72 h	Club funds + DDRF + DRG (in preparation)	Engage initial spending from own funds. Ask the DG to activate the DDRF. Prepare the field assessment for the DRG.
Stabilization	1 – 4 weeks	Approved DRG + Zone Fund + DNA-RAG Fund	Launch community kitchen, structured distributions, volunteer rotations. Document each expense for the preliminary DRG report (D+45).
Short-term recovery	1 – 6 months	DRG balance + Global Grant under preparation + NGO partnerships	Identify lasting needs (water, schools, health). Find the international partner club via Club Finder or DNA-RAG.
Reconstruction	6 – 24 months	Global Grant + Packaged Grants + TRF Central Fund	Steer the project over time. Interim report at M+6, final report at closure.

By type of emergency

Typical situation	First reflex	Central mechanism	Why
Localized disaster, club acting alone	Own funds + extraordinary dues	Club funds	DCA-3, no district escalation required
Regional disaster, several clubs affected	DDRF activation by the DG	DDRF + DRG	DCA-2, the district coordinates
Major disaster, several districts	DG + RI + DNA-RAG in coordination	DRG + DNA-RAG Fund + Zone Fund	DCA-1, international mobilization
Named cyclone approaching	Preemptive DRG submission	DRG (24-48 h pre-impact)	The only case where the DRG is processed in hours, not weeks
Post-disaster reconstruction	Global Grant assembly at D+30	Global Grant	The DRG is over, time for the long term

Three rules never to forget

1. The DDRF is immediate, the DRG takes weeks. Do not wait for the DRG to engage initial spending. The DDRF, club funds and spontaneous donations cover the first 72 hours.
2. The preliminary report at D+45 conditions everything that follows. Without this report, the DRG balance is frozen and the district's TRF qualification is called into question. Not one club, not one district: the entire network of your district loses access to grants.
3. The DRG does not fund direct cash to victims. Water, shelter, kits, food: yes. Cash: no, except in exceptional approved cases. This is the most frequent trap in the first hours, when a generous Rotarian is tempted to hand out banknotes.

Contacts to keep at hand

Who	Why	When
DG (district governor)	Activates the DCA and releases the DDRF	H+0 to H+6
DRO (district disaster response officer)	Operational coordination between clubs	H+0 to D+30
DRFC (district foundation chair)	Submits the DRG and co-signs the Global Grant	D+1 to D+10
DNA-RAG zone representative	Technical expertise and international coordination	DCA-2 and DCA-1
Local ShelterBox lead	If emergency shelters are required	DCA-2 and DCA-1

Tip. Print these three tables and paste them into the inside cover of the club's emergency kit. At H+0, this is the page the Disaster Coordinator opens first.

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Appendix B - Contact directory

How to use: Fill in this directory BEFORE any disaster. Update it every Rotary year (July). Distribute it to all members of your club's Disaster Response Committee (DRC). Keep a paper copy in your emergency kit and a shared digital copy (Google Drive, Dropbox or equivalent).

1. Internal club contacts

Rotary Club of: ... District: ...

Last update: .../.../.....

Role	Name	Phone	Email	Notes
Club President
Secretary
Treasurer
Disaster Coordinator
Deputy Disaster Coordinator
Communications Officer
Volunteer Officer
Logistics Officer
Disaster Finance Officer
DRC Member #1
DRC Member #2
DRC Member #3
DRC Member #4
DRC Member #5
Past President (advisor)

2. District contacts

District: ... Rotary year: ...-...

Role	Name	Phone	Email	Notes
District Governor (DG)
District Disaster Relief Officer (DRO)
Deputy DRO
District Rotary Foundation Chair (DRFC)
District Grant Chair
District Finance Committee (DFC)
District Secretary
District Treasurer
Zone Disaster Coordinator
RI Zone Representative

3. Rotary Action Groups (RAGs)

Organization	Description	Contact Focal point	Phone	Email	Website
DNA-RAG (Disaster Network of Assistance)	Disaster response coordination, field assessment, training	dna-rag.com
WASH-RAG (Water, Sanitation and Hygiene)	Drinking water, sanitation, hygiene in emergency	wash-rag.org
ESRAG (Environmental Sustainability)	Environmental sustainability, climate adaptation, natural hazards	esrag.org
RAGFP (Rotary Action Group for Peace)	Conflict resolution, mediation, post-conflict reconstruction	rotaryactiongroupforpeace.org
RAGCED (Community Economic Development)	Community economic development, post-disaster economic reconstruction	ragced.org

Note: RAGs are networks of volunteer experts. To activate a RAG, first contact your DRO who will relay to the Zone level. In an emergency, direct contact is possible.

4. Local emergency services

City / Region: ..._

Service	Organization	Contact	Emergency phone	Admin phone	Email	Address
Fire and rescue
Police Sheriff
EMS Ambulance Emergency medical
Main hospital
Secondary hospital
Civil protection Civil defense
Local authority (crisis cell)
National weather service

Service	Organizatio n	Contac t	Emergency phone	Admin phone	Emai l	Addres s
Electricity (utility)
Drinking water (utility)
Telecom (main operator)

Universal emergency numbers:

Service	France	Quebec/Canada	USA	International
General emergency	112	911	911	112
Fire	18	911	911	,
EMS Ambulance	15	911	911	,
Police	17	911	911	,

5. NGOs and local partners

City / Region: ..._

Organization	Type of aid specialty	Contact	Phone	Email	Notes
Local Red Cross	Rescue, shelter, first aid
Red Crescent (if applicable)	Rescue, shelter, first aid
Salvation Army	Meals, shelter, clothing
Local food bank	Emergency food distribution
Secular social relief	Emergency aid, clothing, furniture
Catholic Relief Caritas	Emergency aid, shelter
Doctors of the World	Medical care
Médecins Sans Frontières	Emergency medical care
Animal protection (SPCA, etc.)	Evacuation and care of animals
Humanity & Inclusion	Persons with disabilities in disasters
Habitat for Humanity	Housing reconstruction
Local Lions Club	Complementary service activities
Local NGO #1: ..._
Local NGO #2: ..._
Local NGO #3: ..._
Local NGO #4: ..._
Local NGO #5: ..._

6. Rotary strategic partners

Organization	Description	Contact	Phone	Email	Website
ShelterBox	Emergency shelters and essential items. Official RI project partner since 2012. Deploys shelter kits worldwide.	shelterbox.org
ShelterBox (focal point for our zone)	Local/regional operational contact
Disaster Aid International	Deployment training, aid kits, emergency response. Rotarian international disaster response network.	disasteraid.org
Disaster Aid (focal point for our zone)	Local/regional operational contact
Aqua Clara International	Emergency water filters. Frequent partner of WASH-RAG projects.	aquaclara.org
Water Mission	Emergency and long-term drinking water systems	watermission.org

7. The Rotary Foundation (TRF)

Service	Contact	Phone	Email	Notes
Grant submission (general)	The Rotary Foundation	,	grants@rotary.org	Portal: my.rotary.org
French-speaking grants team
Disaster Response Grant (DRG)	Lead time: 2-4 weeks (24-48 h pre-impact)
Global Grants	Lead time: 3-6 months
Stewardship and reports
Regional Grants Officer (our zone)
Rotary Support Center	Rotary International	+1 866 976-8279	contact.center@rotary.org	Mon-Fri, business hours (Chicago)

8. Pre-identified emergency suppliers

Tip: Identify and meet these suppliers BEFORE any disaster. Negotiate advance terms (prices, lead times, direct contacts).

Type of supply	Supplier	Contact	Phone	Negotiated terms	Notes
Bottled water tank trucks
Food (bulk)
Tarps temporary shelters
Generators
Transport trucks
Construction material
Hygiene kits
Medicines medical supplies
Clothing blankets
Printing (flyers, forms)

Annual verification

Item	Done	Date	By whom
Phone numbers verified	<input type="checkbox"/>
Email addresses verified	<input type="checkbox"/>
District contacts updated (new year)	<input type="checkbox"/>
RAG contacts verified	<input type="checkbox"/>
Local NGO contacts verified	<input type="checkbox"/>
Emergency suppliers re-contacted	<input type="checkbox"/>
Paper copy updated in the emergency kit	<input type="checkbox"/>
Shared digital copy updated	<input type="checkbox"/>

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Appendix C - Glossary and acronyms

How to use: This glossary covers the Rotary and humanitarian acronyms used in this book. Each entry provides the English expansion and a definition. Strict alphabetical order.

Rotary acronyms and terms

- AAR, After-Action Report. Structured debriefing document written after each operation. Records the timeline, results, successes, failures and recommendations. Recommended within 30 days for any Rotary disaster response operation (see ch00 doctrine).
- CERT, Community Emergency Response Team. Program training citizens in basic emergency skills (light search and rescue, first aid, fire extinguishing). American model adopted in several countries.
- DCA, Disaster Committee Activation. Rotary activation scale with 3 levels (convention of districts D7080, D5930), where the lower the number, the stronger the mobilization: DCA-3 (normal activity, advisory and planning mode), DCA-2 (significant event, committee activated, District support required), DCA-1 (full-scale relief operation, major disaster exceeding the District, Zone and RI mobilized).
- DDF, District Designated Fund. Portion of SHARE (World Fund) returned to the District by TRF. Can be used for District Grants and as local contribution to Global Grants.
- DDRF, District Disaster Relief Fund. Reserve fund set up by the District to finance immediate disaster response on its territory. Fed by voluntary contributions from clubs.
- DFC, District Finance Committee. Body responsible for overseeing District finances, including allocation of disaster funds.
- DG, District Governor. Highest elected leader of the District. Authorizes DRG requests, declares DCA levels, and coordinates response at the District level. One-year term.
- DNA-RAG, Disaster Network of Assistance Rotary Action Group. RAG specialized in disaster response coordination. Provides trained assessors, technical expertise, training and inter-tier coordination. Formerly DRF-RAG.
- DRC, Disaster Response Committee of the club or district. Standing committee responsible for preparation and response to disasters within a club or a district.
- Disaster Coordinator, Designated role at the club level. Responsible for the club's preparedness, coordination during a response, and field liaison with the District DRO. Distinct from the DRO, which is a district-level function.

- DRG, Disaster Response Grant. TRF grant awarded to qualified districts for immediate disaster response. Maximum amount per application at the time of writing: 25,000 USD. This ceiling is set by The Rotary Foundation and is periodically revised, verify the current amount on my.rotary.org before submission, as figures cited throughout this book reflect the value in effect at the time of writing. Typical approval timeframe: 2 to 4 weeks after complete submission (24 to 48 hours on pre-impact submission for a named storm). Pre-impact submission is governed by the Disaster Response Grant Terms and Conditions published by TRF, refer to the current version on my.rotary.org. Stewardship report required within 12 months.
- DRFC, District Rotary Foundation Committee Chair. Responsible for coordination between the District and the Rotary Foundation. Co-signs grant applications with the DG.
- DRO, District Disaster Relief Officer. Person appointed by the DG to coordinate all District disaster response operations. Primary point of contact between clubs, District and Zone.
- EREY, Every Rotarian, Every Year. Program encouraging each Rotarian to contribute annually to the Rotary Foundation (target: 100 USD per member per year). These funds feed SHARE and, indirectly, disaster response capacities.
- ESRAG, Environmental Sustainability Rotary Action Group. RAG specialized in environmental issues: climate change, natural hazards, disaster risk reduction, sustainable reconstruction.
- GMS, Grant Management System. TRF online platform (integrated with MyRotary) for submitting, tracking and reporting grants. Every DRG or Global Grant application goes through GMS.
- MOU, Memorandum of Understanding. Written agreement formalizing a partnership between Rotary and an external organization (NGO, local authority, technical partner). Mandatory for Global Grants involving a cooperating partner.
- POD, Point of Distribution. Physical location where aid is distributed to beneficiaries. Each POD requires a manager, a beneficiary register, and a security protocol.
- RAGFP, Rotary Action Group for Peace. RAG specialized in peacebuilding, conflict resolution and post-conflict reconstruction. Operates in areas where natural disasters and conflicts overlap.
- RAGCED, Rotary Action Group for Community Economic Development. RAG specialized in community economic development, including post-disaster economic reconstruction: microfinance, vocational training, recovery of local markets.
- RI, Rotary International. Global organization bringing together all Rotary clubs. Headquarters in Evanston, Illinois (USA). Provides institutional framework, brand, policies and global coordination.
- SITREP, Situation Report. Standardized report transmitted periodically from the lower tier to the higher tier. Contains the state of the situation, actions underway, needs and requests. Frequency: every 6 h (acute phase), daily, then weekly.

- TRF, The Rotary Foundation. Charitable branch of Rotary. Manages grants (DRG, Global Grants, District Grants), the World Fund, the SHARE program, Peace Fellowships and the Disaster Response Fund.

International humanitarian terms

- Cluster, Sector group, humanitarian coordination system. UN coordination mechanism bringing together humanitarian actors by sector of intervention (shelter, health, water, food, etc.). Each cluster is led by a reference UN agency. Rotary can participate in cluster meetings at the local level.
- CHS, Core Humanitarian Standard. Set of 9 commitments defining the obligations of humanitarian organizations toward people affected by crises: relevance, effectiveness, accountability, participation.
- EOC, Emergency Operations Center. Physical location where authorities coordinate disaster response. Rotary should know the location of the local EOC and ensure liaison there if possible.
- ICS, Incident Command System. Standardized emergency response management system used primarily in North America. Defines a clear hierarchy: incident commander, operations, planning, logistics, finance. Reference model for structuring Rotary response.
- IDP, Internally Displaced Person. Person forced to flee their home but remaining within their country (unlike a refugee who has crossed an international border). Natural disasters are one of the main causes of internal displacement.
- IFRC, International Federation of Red Cross and Red Crescent Societies. Umbrella organization coordinating the 191 national Red Cross and Red Crescent societies. Strategic partner of Rotary on the ground in many disasters.
- NFI, Non-Food Items. All goods distributed to disaster victims other than food: blankets, tarps, kitchen utensils, hygiene kits, clothing, mattresses. Standard category in humanitarian response.
- OCHA, Office for the Coordination of Humanitarian Affairs. UN body in charge of coordinating international humanitarian response. Publishes funding appeals, manages CERF (emergency fund) and activates the cluster system. Reliable source for disaster data.
- ORSEC, Organisation de la Réponse de Sécurité Civile (French civil security response organization system). Crisis management plan of the French authorities. Defines the organization of disaster response at departmental and zonal levels. Equivalent to the National Response Framework in the USA.
- PFA, Psychological First Aid. Structured approach to immediate psychological support after a traumatic event. Does not require psychologist training. Any trained volunteer can apply it. Components: listen, protect, connect, stabilize.

- Sphere, Sphere Minimum Standards for humanitarian response. Global reference defining minimum quality standards in four areas: water and sanitation, food and nutrition, shelter and non-food items, health. Example: 15 liters of water per person per day, 3.5 m² of covered space per person.
- UNHCR, United Nations High Commissioner for Refugees. UN agency responsible for the protection of refugees and displaced persons. Intervenes when a disaster causes massive population displacement across borders.
- UNICEF, United Nations Children's Fund. UN agency specialized in child protection. In a disaster, UNICEF coordinates the response for children (nutrition, emergency education, protection, water).
- UNDRR, United Nations Office for Disaster Risk Reduction. UN agency coordinating the implementation of the Sendai Framework for Disaster Risk Reduction 2015-2030. Reference source for global disaster data.
- WASH, Water, Sanitation and Hygiene. Humanitarian sector covering access to drinking water, sanitation (latrines, sewage disposal) and hygiene promotion. One of the seven Rotary areas of focus. Area of expertise of WASH-RAG.
- WFP, World Food Programme. UN agency responsible for emergency food aid. Largest humanitarian organization in the world by volume of aid distributed. Potential partner for large-scale Rotary operations involving food distribution.
- WHO, World Health Organization. UN agency leading the international health response. In a disaster situation, coordinates epidemiological surveillance, access to medicines and response to epidemics.

Common operational terms

- Beneficiary, Person directly receiving humanitarian aid. The term "victim" should be avoided in official communication.
- Call-down list, Cascade telephone list: each person calls the next. Allows reaching all club members in less than 30 minutes. Also known as a phone tree.
- Do No Harm, Fundamental humanitarian principle: every intervention must avoid causing additional harm to affected persons.
- Emergency kit, Set of materials and documents pre-positioned by the club for immediate intervention (forms, vests, water, radios, etc.). Also called a go-bag.
- Phase 1, Emergency, First 72 hours after the disaster. Priorities: rescue, assessment, first aid, securing.
- Phase 2, Stabilization, From 72 hours to 4 weeks. Priorities: structured distribution, coordination, financing, communication.
- Phase 3, Recovery, From 1 month to 24 months. Priorities: reconstruction, rehabilitation, resilience, Global Grants.

- Stewardship, Obligation to account for the use of Rotary Foundation funds. Includes a narrative, financial and photographic report. Deadline: 12 months after receipt of funds (DRG) or according to the Global Grant schedule.
- Tier / Layer, Level of the Rotary ecosystem. Six tiers: Club (1), District (2), Zone (3), RAGs (4), TRF (5), RI (6). Each tier has a distinct role in disaster response.
- Community kitchen transition, Closure of a community kitchen on objective criteria: local market \geq 80% functional, OR unit cost of kitchen $>$ local market price, OR active beneficiaries $<$ 20% of peak for 3 consecutive days (see chapter 14).
- PFA to beneficiary ratio, Minimum density of Psychological First Aid trained responders: 1 per 100 at-risk persons in emergency phase, 1 per 50 in stabilization, 1 per 30 in recovery (see chapter 17).
- Complex multi-hazard crisis, Superposition of two or three major stressors on the same population within a short window (e.g., earthquake + epidemic; conflict + drought + famine). DNA-RAG is mandatory as central coordinator (see card F4 in chapter 26).
- Vicarious trauma / compassion fatigue, Consequence of repeated exposure to the suffering of others. Vicarious trauma designates the clinical phenomenon (indirect exposure to a traumatic event); compassion fatigue designates its operational manifestation (emotional exhaustion, disengagement). See chapter 17.

PART VII
APPENDICES AND TOOLS

Chapter 30

Appendix D - Online resources

How to use: This annex groups together the websites, portals and reference documents essential for disaster preparation and response. Test these links BEFORE a disaster. Add them to your browser favorites. The URLs were valid at the time of publication. If a link is broken, search for the exact title on the parent site.

1. MyRotary, The central portal

The MyRotary portal (my.rotary.org) is the entry point for all online Rotary operations. Every Rotarian must have an active account there.

- MyRotary, Home (my.rotary.org), Central Rotary portal. Access to grants, training, and club management tools.
- Grant Center (my.rotary.org/en/take-action/apply-grants), Submission and tracking of grants: District Grants, Global Grants, Disaster Response Grants (DRG). The DRG is submitted here via the GMS.
- Disaster Response Fund (my.rotary.org/en/disaster-response-fund), Page dedicated to the Disaster Response Fund. Allows direct donations to the DRF. Share this link in your fundraising communications.
- Rotary Showcase (my.rotary.org/en/secure/showcase), Showcase of Rotary projects worldwide. Publish your disaster operation there to inspire other clubs and attract international partners.
- Club Finder (my.rotary.org/en/search/club-finder), Find a Rotary partner club anywhere in the world. Indispensable for identifying a Host Club for a Global Grant.
- Grant Tracker (my.rotary.org, Grants, Grant Tracker), Track the status of your ongoing grants: submitted, approved, funds disbursed, report expected.
- Brand Center (brandcenter.rotary.org), Logos, graphic charters and official Rotary communication materials. To be used for all your press releases and visual media.

2. Rotary Action Groups (RAGs), Websites

- DNA-RAG, Disaster Network of Assistance (dna-rag.com). Disaster response coordination. Trained assessors, field guides, online training, inter-tier coordination. First RAG to contact in case of a disaster. Contact: via the website or via your DRO.
- WASH-RAG, Water, Sanitation and Hygiene (wash-rag.org). Expertise in drinking water, sanitation and hygiene in emergency and development situations. Water filtration projects, well repair, latrine construction.
- ESRAG, Environmental Sustainability (esrag.org). Environmental sustainability, climate change adaptation, disaster risk reduction, sustainable reconstruction. Resources on climate resilience.
- RAGFP, Rotary Action Group for Peace (rotaryactiongroupforpeace.org). Peacebuilding, conflict resolution, mediation. Intervenes where natural disasters and conflicts overlap.

- RAGCED, Rotary Action Group for Community Economic Development (ragced.org). Community economic development, post-disaster economic reconstruction. Resources on microfinance, vocational training and recovery of local markets.

3. Rotary training and learning

- Rotary Learning Center (my.rotary.org/en/learning-reference), Rotary's online training platform. Courses on grants, project management, leadership. Includes specific modules on disaster response. Free for all Rotarians.
- Disaster Response Training (dna-rag.com, Training section), Online and in-person training offered by DNA-RAG: rapid assessment, crisis coordination, volunteer management, disaster stewardship.
- Disaster Recovery Playbook (available via my.rotary.org or upon request to DNA-RAG), Strategic RI guide for disaster response. Covers the roles of each tier, funding mechanisms and best practices. Institutional reference document.
- Grant Management Seminar (organized by each District annually), Mandatory seminar for clubs wishing to receive TRF grants. Covers submission procedures, financial management and stewardship. Check the dates with your DRFC.
- Sendai Framework for DRR (preventionweb.net/sendai-framework), Global framework 2015-2030 for disaster risk reduction. Reference for understanding the international approach to preparedness and prevention.

4. United Nations, Disaster resources

- UNDRR, UN Office for Disaster Risk Reduction (undrr.org). Global data on disasters, Sendai Framework, risk reduction tools. DesInventar database for disaster statistics by country.
- ReliefWeb (reliefweb.int), Largest source of humanitarian information in the world. Situation reports, maps, country-by-country and disaster-by-disaster analyses. Indispensable for documenting needs in a Global Grant application.
- OCHA, Office for the Coordination of Humanitarian Affairs (unocha.org). International humanitarian coordination. Financial Tracking Service (FTS) to track humanitarian funding flows. Country alerts and bulletins.
- UNICEF, Emergency Response (unicef.org/emergencies), Humanitarian response for children. Data on emergency education, nutrition and child protection needs. Potential partner for Global Grants affecting children.
- WFP, World Food Programme (wfp.org). Emergency food aid. Data on food insecurity by country. Reference food logistics.
- WHO, World Health Organization (who.int/emergencies). Health response to disasters. Epidemiological alerts, health data by country, emergency medical protocols.

- UNHCR, UN High Commissioner for Refugees (unhcr.org). Protection of refugees and displaced persons. Data on population displacement. Intervenes when a disaster causes cross-border movements.
- PreventionWeb (preventionweb.net), Knowledge platform on disaster risk reduction. Reports, statistics, risk assessment tools by country.

5. Humanitarian standards

- Sphere Handbook (spherestandards.org), Global reference for minimum standards in humanitarian response. Covers 4 areas: WASH, food, shelter, health. Key figures: 15 L of water/person/day, 3.5 m² of covered space/person, 2,100 kcal/person/day. Freely available online in French and English.
- Core Humanitarian Standard, CHS (corehumanitarianstandard.org), 9 commitments defining quality and accountability in humanitarian response. Reference guide for structuring operations and reports.
- Code of Conduct, Red Cross / NGO (ifrc.org, Code of Conduct section), Ethical principles for humanitarian organizations: humanity, impartiality, neutrality, independence. To be known and respected by every Rotarian engaged in disaster response.

6. Rotary strategic partners

- ShelterBox (shelterbox.org), Official RI project partner. Provides emergency shelter kits (tent, blankets, utensils, water filters) worldwide. Activable via local Rotary clubs or via DNA-RAG. Rotary page: shelterbox.org/rotary
- ShelterBox, Current deployments (shelterbox.org/disasters), Map of active deployments. Allows you to know whether ShelterBox is already present on the ground before launching a request.
- Disaster Aid International (disasteraid.org), Rotarian international disaster response network. Trains rapid Disaster Aid Response Teams. Provides adaptable aid kits. Present in more than 20 countries.
- Habitat for Humanity (habitat.org), Construction and reconstruction of housing. Potential partner for recovery phases via Global Grant. Expertise in participatory construction with communities.
- Water Mission (watermission.org), Emergency and long-term drinking water systems. Frequent WASH-RAG partner for water system filtration and rehabilitation projects after disasters.
- Aqua Clara International (aquaclara.org), Biosand water filters and purification systems. WASH-RAG partner for rapid deployment of drinking water solutions in disaster areas.

7. Practical tools

- Google Crisis Map (google.org/crisismap), Real-time maps of ongoing disasters: floods, earthquakes, hurricanes. Useful for SITREPs and rapid assessments.
- GDACS, Global Disaster Alert and Coordination System (gdacs.org). Global alert system. Sends automatic alerts for earthquakes, tsunamis, cyclones. Classified by severity level (green, orange, red).
- HDX, Humanitarian Data Exchange (data.humdata.org). UN humanitarian data platform. Demographic, health and infrastructure data by country. Useful for planning a Global Grant or documenting a DRG application.
- What3Words (what3words.com), Addressing system using 3 words covering every 3 m × 3 m square on Earth. Useful for locating a distribution point or assessment site when addresses do not exist or are destroyed.
- OpenStreetMap (openstreetmap.org), Free collaborative mapping. In a disaster situation, the OpenStreetMap community (HOT, Humanitarian OpenStreetMap Team) rapidly maps affected areas.

8. Institutional sources cited in this book

The figures, standards and procedures in this book are based on public institutional sources. Full references:

Humanitarian standards

- Sphere Handbook 2018, The Sphere Project / Sphere Association. Reference: spherestandards.org. Minimum standards WASH, shelter, nutrition, health. 2018 edition, revision planned 2024-2025.
- Core Humanitarian Standard (CHS), CHS Alliance, Sphere, Groupe URD. Reference: corehumanitarianstandard.org. 9 commitments on quality and accountability.
- Code of Conduct for the Red Cross / Red Crescent / NGOs, IFRC. Reference: ifrc.org/document/code-conduct.

Disaster data and alert systems

- EM-DAT, The International Disaster Database, Centre for Research on the Epidemiology of Disasters (CRED), UCLouvain. Reference: emdat.be. Worldwide disaster classification used for families A to F in chapter 26.
- USGS Earthquake Hazards Program, U.S. Geological Survey. Reference: earthquake.usgs.gov. Earthquake and landslide data.
- NOAA / NHC, National Oceanic and Atmospheric Administration / National Hurricane Center. Reference: nhc.noaa.gov. Hurricane and tsunami data.

- WMO, World Meteorological Organization. Reference: wmo.int. Meteorological definitions and alerts.
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Note on official figures

All factual figures (Rotary membership, Sphere standards, DRG caps, speeds and temperatures of phenomena) cited in this book come from the institutional sources above as of the publication date. Evolving figures (Rotary membership, famine statistics, etc.) should be updated at each reprint.

9. Annual resource verification checklist

Item	Checked	Date	By whom
MyRotary account active for all DRC members	<input type="checkbox"/>		
GMS access tested (grant submission)	<input type="checkbox"/>		
RAG links verified and contacts updated	<input type="checkbox"/>		
Sphere Handbook downloaded (latest version)	<input type="checkbox"/>		
ShelterBox and Disaster Aid contacts up to date	<input type="checkbox"/>		
Access to ReliefWeb and GDACS tested	<input type="checkbox"/>		
Rotary Learning Center training completed by key members	<input type="checkbox"/>		

About the author

Guillaume Bourgogne

Guillaume Bourgogne is an entrepreneur, trainer, and Rotarian. He started in Rotary at Rotaract in 2005, joining the Rotaract Club of Lyon — three years that durably shaped his rotarian culture of service, friendship, and fellowship. He joined Rotary as a senior member in 2017 at the Rotary Club of Vesoul (District 1680, France), where he became RYLA chair in 2018 and started his first international humanitarian projects — Uganda, Lebanon.

In November 2021, he transferred his membership to the Rotary Club Beirut Cedars (District 2452, which spans nine countries across three continents: Armenia, Bahrain, Cyprus, Georgia, Jordan, Lebanon, Palestine, Sudan, United Arab Emirates). The club awarded him a Certificate of Appreciation in May 2022, and named him a Paul Harris Fellow in recognition of his humanitarian engagement.

Internationally, he has held a series of Rotary leadership roles. Global Programs Director of RAGCED — the Rotary Action Group for Community Economic Development — for three years (2021-2024), then a member of both the Partnerships and Education committees.

He has been a Director of DNA-RAG — the Disaster Network of Assistance Rotary Action Group — since August 2023 for a three-year term, and is a candidate for re-election 2026-2029, on the proposal of DNA-RAG's Vice-Chair. He is a founding member of the Rotarian Action Group for Peace France (RAGFP France) since 2021, and a member of RAGAS, the Rotary Action Group Against Slavery.

In the field, his humanitarian work first took him to East Africa. In October 2019, he joined the humanitarian climb of Kilimanjaro organized by DG Xavier Sentamu (District 9211, Uganda and Tanzania), followed by visits to local Rotary projects. In February 2020, he travelled to Uganda to study an agricultural microcredit project. In March 2020, during the first COVID-19 lockdown, he designed and ran a relief platform that helped 3,000 people in France within three months. In 2021, he climbed the Rwenzori range in Uganda as a fundraising expedition to help rebuild a regional maternity hospital that had been destroyed by fire.

His most sustained engagement has been Lebanon, where he has worked without interruption since 2020. Seven years of continuous personal financial commitment — close to EUR 30,000 cumulated — to support the response to the August 2020 Beirut port explosion, the post-2021 humanitarian crisis, the energy crisis, the funding of a civil defence centre in response to the wave of fires, food and elderly assistance during the 2024 war, and through to the winter 2026 donation rounds.

Probably the episode that shaped his practice most was the Ukraine mobilization of March 2022. In the days following the Russian invasion, relaying the urgency message from the Rotary Club of Lviv. The next day, he registered and deployed a saas, bilingual English-Ukrainian site that he maintained at his own expense for over 12 months. The platform was distributed worldwide through RAGCED's 2,500-member mailing list.

In terms of academic background, he has completed master's-level coursework in Innovation Management and Complex Project Management and in Economic Intelligence (Intelligence Économique), two disciplines that shape the way this book treats risk, decision-making under uncertainty, and information chains.

In terms of operational training, he completed in 2021-2022 the Community Development — Economic Disaster Resilience and Recovery Course. He also completed the Positive Peace training of the Institute for Economics & Peace (October 2021, ICC USA-France program in Rennes), and was admitted as an IEP Ambassador in April 2023.

This book is the distilled outcome of what he has seen, understood, and built on the front lines of disaster response: an operational framework for Rotary clubs that want to act fast, act right, and act on their own.

A passionate mountaineer, he survived a high-altitude cerebral edema on Lenin Peak in Kyrgyzstan — a brush with death that, far from making him give up the mountains, sharpened his discipline of risk management. He returned to climbing, and now climbs with his son: at the age of eight, together they attempted Mount Ararat in winter conditions and were turned back from the final summit by a snowstorm — a decision that taught risk management in the field, not in a manual. Risk, in their practice, is not denied — it is studied, prepared, and respected. He lives between France, Lebanon, Uganda, and Japan.



