



Philanthropy
New Zealand
Tōpūtanga Tuku Aroha o Aotearoa

Readiness, Response and Recovery: A funders' guide

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Introduction

New Zealand, like many countries, experiences a wide range of disasters and tragedies. In recent times, these have included major earthquakes, floods, fires and a terrorist shooting. Major events will continue to occur, and many predict that there will be more natural disasters due to climate change.

Every part of society has a role to play in a major event – central and local government, business, not-for-profit organisations, iwi, community, individuals and philanthropic and grantmaking funders.

This guide is for philanthropic and grantmaking funders. It recognises the critical role they play in preparing for and responding to major events, and helping communities recover from them. It gives practical guidance to philanthropic funders and grantmakers wanting to do the best job possible to help their communities deal with upheaval.

It has three sections: being ready, responding to the event and supporting the community to recover from the event.

Developing this guide

Philanthropy New Zealand developed this guide drawing on both New Zealand and international expertise. We conducted desk research of available international advice and contacted a number of our overseas counterparts to seek input.

We considered previous pieces of guidance developed in New Zealand. These included the Todd Foundation's 2013 evaluation of its funding following the Canterbury earthquakes. This evaluation included a recommendation to Philanthropy New Zealand that we develop sector-wide guidance for philanthropic funders and grantmakers. The Community Foundations New Zealand document *When Disaster Strikes: A Guide for Community Foundations* was another source of useful information.

Philanthropy New Zealand engaged with 22 people to put together this guide. Most of these people had New Zealand or international philanthropic experience in preparing for, responding to and funding recovery from major events. We spoke to civil defence experts. We thank people for their generosity in giving their time and advice.

This document will be reviewed periodically to assess whether it needs to be updated. At any time, we welcome feedback, additional information and resources that will be useful to philanthropists and grantmakers in their planning and response work.

We thank the Department of Internal Affairs for funding, which supported this guide's development and production.

The guiding principles

Whether you're preparing for a major event, responding to one or you're in the recovery phase, the following principles will stand a funder in good stead. They are relevant to any kind of event.

Collaborate with other funders

The scale and nature of major events mean that, even more than any other time, you'll need to work with other funders. Get to know other local funders. Plan your readiness with them and share your preparation. Having good relationships will support collaboration under pressure.

Develop strong relationships with diverse communities

The everyday work of philanthropic funders and grantmakers means they often have strong networks in a range of communities. It's easier to help someone if you know them. Value these relationships and prioritise building relationships on an ongoing basis.

Build flexibility, responsiveness and customer focus into your funding processes

Major events come in all shapes and sizes, so your preparation needs to be flexible and able to be fine-tuned quickly after a major event. Being responsive to needs and adapting to the situation will mean you can have a more positive impact. Avoid sticking to plans that won't have factored in the uniqueness of an event, or the ever-evolving context. Maintaining a focus on community needs may see you funding in very different ways than you may have imagined.

Stay the distance

Large public donations, government funding and charities experienced in disaster relief are visible features immediately after an event. While philanthropy and grantmaking often play a role in these early days, the sector's well-positioned to provide support in the medium and longer term. The impact of major events means they are a marathon, not a sprint, and increased support for those impacted will be needed long after the public profile around the issues has disappeared.

Over-communicate

Timely and transparent communication is critical in a time of crisis. Your organisation might be more publicly accountable – to your donors, fund seekers, the news media, your community – than usual. It's important to plan how you will communicate and who you'll communicate with. Communicating well will help others; communicating badly can impact your effectiveness.

Readiness

This section contains guidance on steps to take to get ready for a major event.

Have a business continuity plan

Before helping others, make sure you've looked after your own team and organisation. Develop a business continuity plan (BCP). This will help you to keep operating after a major event. Business continuity plans differ, but typically they make sure you have:

- Staff who are trained and prepared for a major event
- Clear emergency procedures, which are regularly practised by all staff
- Next-of-kin contact details for all staff, volunteers and board members
- Relocation options should your current premises be unavailable
- Procedures for backing up records and accessing them remotely
- Supported staff to know each other – a resilient workplace is one where people care about each other.

You can use one of the many free templates available, such as [organisations/create-a-bcp](#)

Know your community

A strength of philanthropic organisations is that they know their community. These relationships are vital in a major event and help you to be effective in your support.

- Know the most vulnerable groups in your community. Build strong relationships with those who work with and lead these groups. These groups can change as a consequence of a disaster.
- Be as culturally competent as you can. This will help you act appropriately when you are engaging with community groups.
- Build your relationships with mana whenua (your local iwi), as past experience has shown that they are key players, connectors to their community and an important partner in the recovery efforts.
- Have a list of your community contacts so the people who are most influential to community resilience can be brought in quickly.

“Economic development and physical infrastructure, of course, play a big role in recovery efforts, according to the same report. But interestingly, recovery rates after Superstorm Sandy often differed in adjacent neighbourhoods – even though they had similar economic and structural resources. The difference? Social resources. Community bonds. Trust. This connectedness could be drawn on, resulting in a faster recovery.”

THE FORD FAMILY FOUNDATION, OREGON

Be part of a funding network

Collaboration between funders is critical as no one group will be able to respond by themselves.

In your planning, think more widely than philanthropic funders. You'll want to collaborate with mana whenua, local and central government and potentially corporates. In particular, involve agencies that will likely be responding to the emergency, for example, the Red Cross and Victim Support.

When planning how you would collaborate, consider:

- How the network will receive resources to operate
- How you will meet and communicate after an event
- What contact details you will share
- Who will do what, taking into account your respective strengths
- What specialist help you might need
- Sharing your BCP plan and your thinking.

“Partnerships happen at many forms and scales, and include iwi, central and local government, private businesses, not-for-profit organisations and a range of community groups.”

WELLINGTON REGION EMERGENCY MANAGEMENT OFFICE



Fundraising platforms and pooled funds

After a major event, there will be a need to receive public donations. Experience from around the world has shown that it's best to create just one or two funds to receive donations, which other funders endorse. One fund often assists in the short term – the other in the long term. They will work differently and require different skills. For example, two major funds emerged after the 15 March 2019 terrorist attack in Christchurch: Victim Support for the short term and the Christchurch Foundation for the longer term.

In your planning, think about which organisations could play these roles. Consider the organisation's profile and its ability to invest and distribute the funds well. Community foundations, donor-advised funds and local government are options. The organisations will need the capacity to manage the grantmaking process and be able to gift to individuals.

Consider whether funders in your network will pool their funds or keep them separate.

If you choose to create a fund, keep the purpose and spend-down dates broad. Allow for unexpected expenses and expect to contract temporary staff to help with the processing. Don't claim that every cent will go to the community, unless you have a plan to cover the overhead costs from another funding source. You can create a fund and an online giving mechanism in advance, and leave it dormant until needed.

Sort your funding processes

Funding after a disaster moves your processes into a new environment so keep your planning flexible. Having a flexible approach will alleviate pressure when a major event occurs. Consider:

- Whether you will fund immediately after a major event or whether your role will be more long-term. If it's the former, discuss with the board whether they'd pre-approve a set amount to be distributed immediately.
- Preparing an online and hard copy application form. Keep it simple as people needing grants may not be able to access the usual information or fill out the usual forms. On top of this, your processing staff will be under pressure and decisions will need to be made quickly. Design it based on having minimal reporting.
- Where funding decisions will be made. Can some be made at a lower level than usual? If a committee will make funding decisions, can it operate with a smaller number of members?
- If you will release additional funding that's above your usual annual distribution amount.
- The likely impact on the organisations you currently fund. Which ones would see increased demand? Would you automatically increase funding to them?
- Reviewing your policies to make sure you can implement your plan.

Your usual grant recipients will still require funding, so dropping their funding to support impacted communities will create a gap and could put another community at risk.

“In Budget 2019, the Government recognised the crucial role marae play in providing emergency shelter and sanctuary in times of need. Te Puni Kōkiri is piloting a new fund, Kāinga Rua: Marae Preparedness, with selected marae, in preparation for a full roll out in July 2020. The fund will support marae to grow their capability and capacity to respond to emergency situations and to remain operational during and following an emergency.”

TE PUNI KŌKIRI

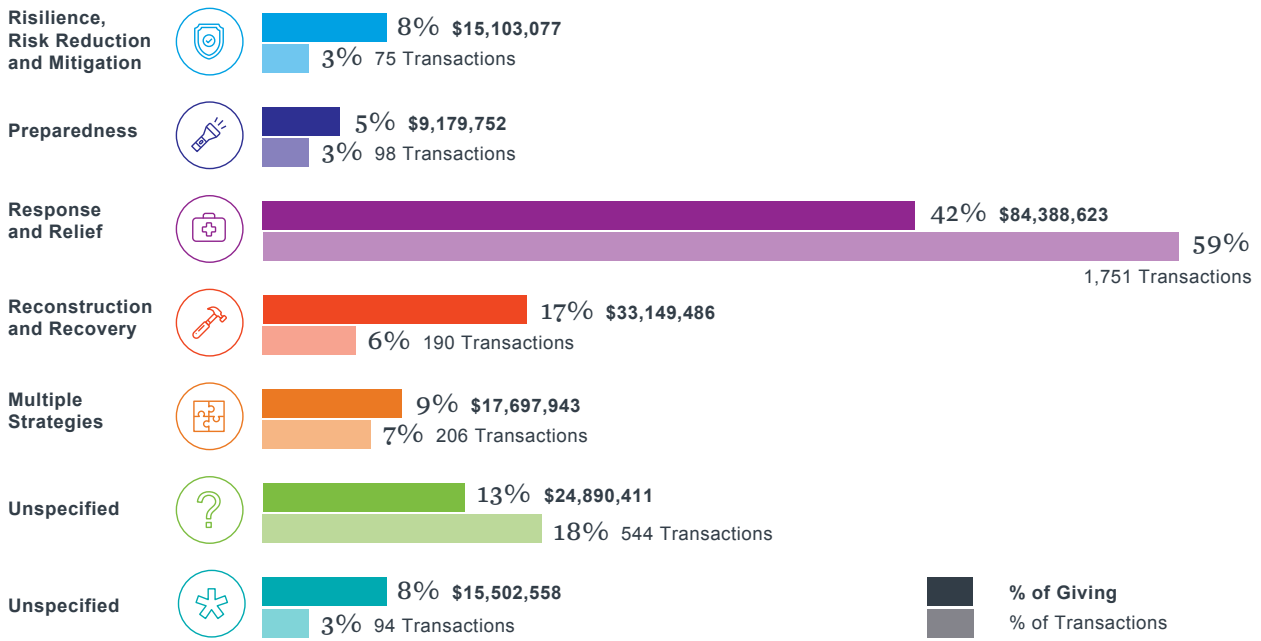
Decide what to fund now

Communities that are connected come through disasters most successfully. Who could you fund now to help community resilience?

- Fund organisations that specifically work to connect communities.
- Identify organisations that cross cultural boundaries safely – that introduce neighbours and help establish allies within your community. Those alliances will save lives and enhance the safety of your region.
- Use your network to identify what can be funded now to support community readiness.

“When Hurricane Katrina hit the Gulf Coast in 2005, it was the communities of colour and low-income neighbourhoods of New Orleans that were the hardest hit. Meanwhile, on the West Coast, The San Francisco Foundation (TSFF) recognised the vulnerability of its own city to a natural disaster, and decided to be proactive in protecting its most marginalised and under-resourced communities. To that end, TSFF secured grant money to establish a readiness fund and then teamed up with community-based organisations who served vulnerable residents. In 2007, TSFF began an externally facing programme, this time going right to potentially affected community members to educate and raise awareness of risks and what to do in the event of a disaster.”

Disaster funding USA 2018



Measuring the State of Disaster Philanthropy, 2018. Source: CENTRE FOR DISASTER PHILANTHROPY

This graph shows the percentage of funding tagged as “disaster funding” in the United States in 2018. The vast majority of disaster funding is applied to response and relief, with only 8% trickling into resilience building and risk reduction. 17% of funding is tagged for reconstruction and recovery, the role that has proven most effective for the work of philanthropy.

Be ready to communicate quickly and fully

Communication is important for effectiveness. You’ll need to communicate with funders, grant recipients, the public and other stakeholders (for example, the board, donors, staff, volunteers). You may need to communicate with the news media.

Think about:

- How you will communicate with grant recipients so you don’t burden them
- Who will communicate to the public, and what the sign-off process for releasing information will be
- Do you have sufficient channels to communicate? What other organisations could carry your information – via their websites and social media?

You could be more publicly accountable than you usually are, so prepare to communicate more often and with more detail.

Response

The major event has just happened. You are getting a sense of the immediate impact. Donations are flooding in to organisations offering to distribute money. These organisations may or may not be the fundraising platforms in your network.

In the immediate aftermath, first response organisations like the Red Cross and Victim Support will quickly become active. Community groups associated with particular communities will also become active. Central and local government will have a high-profile response.

Apply your oxygen mask first

Action that business continuity plan. Caring for your team (staff, board, volunteers) is a top priority.

Some of your team may need time off, and some will be heavily impacted. You may need to close your office. You may need to contract temporary staff to relieve the pressure.

Working alongside the community could bring your staff into personal contact with trauma, or could trigger previous trauma. Provide psychological support for your team – and yourself. Checking in on people's well-being should be part of each meeting.

Engage with your funding network

Don't act alone. Immediately engage your funding network to get a wider picture of the need and who is responding.

- Contact organisations that may have dealt with a similar type of major event. Share their ideas among your group.
- Consider whether you can collaborate with other funders to use a joint application form, process and reporting requirements.
- Share information about who is applying for what (within privacy guidelines) so you can fund collaboratively or refer fund seekers on.
- Try to work with other funders to provide a one-stop shop for funding, so community groups get the help they need – even if it's not from the source they applied to.
- Connect groups that deliver the same or similar services.
- As a network, consider who else to engage with. This may be a specialist in an area related to the nature of the event or type of community affected, or local corporates.
- Support any funders bearing more of the brunt in the response phase. What help can you give them? Can someone from your organisation answer their phones or check their emails?
- Look out for signs of stress or trauma in your network.
- Think about what information is useful to collect and publish. Is creating a public database of funds helpful? Would keeping track of the funding requests and the grants be useful when additional funding becomes available?



The Canterbury Recovery Funders' Network

On March 25th 2011, a month after the fatal Christchurch earthquake, Philanthropy NZ launched the first meeting of what was to become the Canterbury Recovery Funders' Network. In the almost five years of this network's convening, regional and national funders met to collaborate, network and learn together to meet the challenges of post-quake funding. The network gave birth to some remarkable collaborations and innovative funding. The funders attending developed high trust relationships with one another and with their communities.

Work with your community

Use your relationships where possible to access important community information about what funding is needed.

- Contact existing grant recipients to see how they are affected.
- Contact organisations you have relationships with, rather than seek information from those involved in the front-line response.
- Use your breadth of contacts, as often there will be affected groups who have needs that aren't yet visible to the immediate funders.
- Listening to the community will identify less obvious ways to give support. Do volunteers need food? Do they need a space to connect or to meet? Can you offer facilitation skills for meetings or minute taking? Can you fund translators?
- If your organisation is not needed initially, can you support your team to volunteer? Co-ordinating volunteers, helping those affected to fill out forms and transporting people are examples of useful activities.
- Can you advocate for community groups? If they're identifying barriers to accessing support and funding, can you help them to overcome those barriers or work to change the funding process?

“Be aware that your social norms or culture may differ from the one affected. There may be different cultural expectations to be met in your relationships and funding.”

CLAIRE PHILLIPS, CHRISTCHURCH CITY COUNCIL



Use your funding at the best time

Allocating funding immediately after an event may not be the best approach.

In the 2013 report on their post-quake funding in Canterbury, the Todd Foundation recommended to funders that they “acknowledge the heart response to give immediately” but emphasised the need to allocate funds at a later time, when the need is greater and it's often clearer how to best allocate funds.

Most donations (around 90%) are usually gifted within the first 90 days after a disaster. Individual donors, workplaces and government departments will give money immediately, usually wishing it to be distributed quickly. In some ways, you may need to go against the will to give immediately.

If you decide to fund immediately, do so thoughtfully. Find out where the greatest need is. Use your community connections to locate any gaps. Donors tend to give to organisations with high profiles, whereas philanthropic funders have greater knowledge of other groups and the different services they offer.

“There is an inherent tension between the need for speed in recovery decision-making and taking time to deliberate, analyse and plan as part of the decision making process.

“Decisions made early in the response period can impede or undermine long-term recovery priorities and policy implementation.”

WELLINGTON REGION EMERGENCY MANAGEMENT OFFICE

Be flexible, responsive and customer-focussed

You've collaborated with other funders and listened to your community. When the time comes to act, act quickly.

- Work with your board to confirm your approach and then consider allocating discretionary funds to senior staff, rather than being reliant on board meeting timings.
- Consider allocating untagged funding. Having high-trust relationships means that you accept that the organisations at the coalface are best qualified to assess their needs.
- Go live with simple grant application and reporting processes as simple. Recognise the pressure community groups are under and minimise the burden of seeking and reporting on funding.
- Remember that the needs that existed before the crisis will still be there. Continue to fund this work and allocate emergency funding in addition to, rather than replacing, that funding.
- Be prepared to allocate funds based on the gaps. Engaging with your funder network will support your decision on where the need is greatest.
- Fund support as well as service delivery – everything from additional volunteer co-ordination or administration support to psychosocial support for those working with impacted communities.

“The usual rules, conventions and processes in grant making do not necessarily apply in a disaster. This is true of government grants, business donations and the individual donor who puts a coin into an appeal tin. The way traumatised communities access and utilise grants is also different from the traditional approach to grant applications.”

THE FOUNDATION FOR RURAL AND REGIONAL RENEWAL (FRRR), AUSTRALIA,
QUOTED IN CFNZ'S WHEN DISASTER STRIKES: A GUIDE FOR COMMUNITY FOUNDATIONS



National funders

If you're a national funder, consider working in a way that is "locally led, nationally supported". Keep in close contact with someone on the ground, and don't contact your grant recipients too regularly. They'll be busy. Support them through high-trust funding.

Find your place in the funding network – it may be that you're more of a listener, soaking up the intelligence from the locals and taking their advice around funding. If you decide to hire a project manager, be sure to find someone with extensive connections who has a lot of experience in the impacted community. Keep other national funders informed as they may want to use the project manager's knowledge.

If you require a person on the ground, be clear about their role. You may simply want them to suggest funding opportunities or provide local information.

After the Canterbury earthquakes, the Todd and Tindall foundations contracted local staff to advise and work alongside them. This local connection ensured that they were funding appropriately and meeting community needs. Funding from afar risks missing opportunities. Hiring locals to the areas of greatest need.

Communicate, communicate, communicate

The public give generously and can feel invested in how money is distributed. Transparency is critical, so you need to communicate well.

- If you need to communicate with the public do it quickly and simply. Use a variety of channels – websites, social media, email and potentially the news media.
- What do your grant recipients need during this time? Be available and encourage them to contact you with any questions or concerns.
- What information can you provide to guide community groups seeking funds? Be clear about the funding you offer and what the criteria are. Direct them to other funding sources. Give them a way to contact you.
- Can you communicate as a funding network? This won't replace individual organisations needing to provide information, but it's likely to be useful for people who need to know what is happening across funders.

Recovery

Moving from response to recovery can take anywhere from three months to one year after the event. Recovery may last years, as we've seen after the Canterbury earthquakes.

By this stage, you may be more connected in the community you're supporting. The community may better understand the long-term impact of the event. Strong relationships will have developed between the community and various funders.

As with the other phases, funding requirements will vary widely depending on the nature of the event. Engagement with a wider funding network is still critical.

“Leadership in recovery, particularly in the months and years following an event, is more about convening and enabling a wide range of people and organisations, rather than commanding and directing.”

WELLINGTON REGION EMERGENCY MANAGEMENT OFFICE

Changing community needs

- Look out for the changing needs of your grant recipients and be prepared to move with them. Providing untagged funding enables community groups to adapt to the changing needs of their community.
- Identify any new gaps. Find out what is no longer being funded by central or local government or the immediate aftermath funders. Where are the emerging areas of need that haven't been visible until now?
- Think about where the new pressure points are. For example, when a city has been the epicentre of a major event, it is easy to forget the rural communities may also have been affected.
- Reflect on who is effectively supporting the communities and fund their work. New organisations and leaders may have emerged.
- Remember to fund joyful activities. Supporting the arts and sports in this time creates stronger communities and assists recovery. It brings people together.
- It may be appropriate to connect communities with funders who haven't been involved to date. For example, funders in the areas people relocate to after a major event may be positioned to assist with new arrivals who need housing and want to set up in their new environment.

“Plan (with the community sector) for the inevitable post-emergency funding response move to the ‘new normal’. This can be a challenge when the additional funding dries up.”

BEDE MARTIN, TODD FOUNDATION, EARTHQUAKE RECOVERY FUND

New requirements of funders

- Listen to the experts who will have assessed the impacts. They will be helping the community address the fallout from the event. Every piece of knowledge will help your funding strategy.
- Seek expertise from organisations experienced in the recovery phase in New Zealand and overseas.
- Consider what additional resources or skill sets your organisation may need for the next phase.
- Check in with staff – now may be the time to schedule some fun time and to encourage people to take leave.
- The urgent need to communicate lessens. However, it's still important to communicate your activity. Discuss whether you should collaborate with other funders over updates or provide a central place where people can find out what your network is doing.

Review, regroup, and possibly prevent

- Review your organisation's effectiveness and make changes to your preparedness and planning that reflect your experience. Make this available for others to learn from.
- Regroup with your funding network to look at what worked well and what you'd do differently as a collaboration. The number of major events in areas covered by the Rātā Foundation highlights how learnings, experience and relationships from one event support a better response in the next.
- Examine the underlying causes of the event. Is this something that your funding could prevent from happening again? Should you be funding climate change prevention? Flood prevention? Or in the case of the 15 March 2019 shootings, should you increase your funding for inclusion and diversity programmes?

"Crises tend to expose community problems, such as racism, economic inequality and segregation."

DISASTER PHILANTHROPY PLAYBOOK, CENTRE FOR DISASTER PHILANTHROPY



Rātā Foundation reflects

CONTRIBUTED BY RĀTĀ FOUNDATION

Since 2010, Rātā Foundation regions have experienced more than their fair share of natural disasters and major events. These have ranged from the major Canterbury earthquake sequence, followed by the Marlborough and Kaikōura earthquakes, cyclones and fires in the Tasman region and the tragic events of March 15, 2019 in Christchurch. Each of these events has required a unique response.

Following the Christchurch earthquakes, given the unprecedented scale of the event, the Foundation responded by releasing a \$25m fund to assist immediate needs, rebuild community cohesion, support community events, address housing needs and stimulate social enterprise activity.

In other events we have supported mayoral funds to meet immediate needs while determining a medium and long-term response informed by community needs.

In all cases what has been important has been to reach out to affected communities and connect with other funders and sectors to understand needs, coordinate activity and respond effectively.

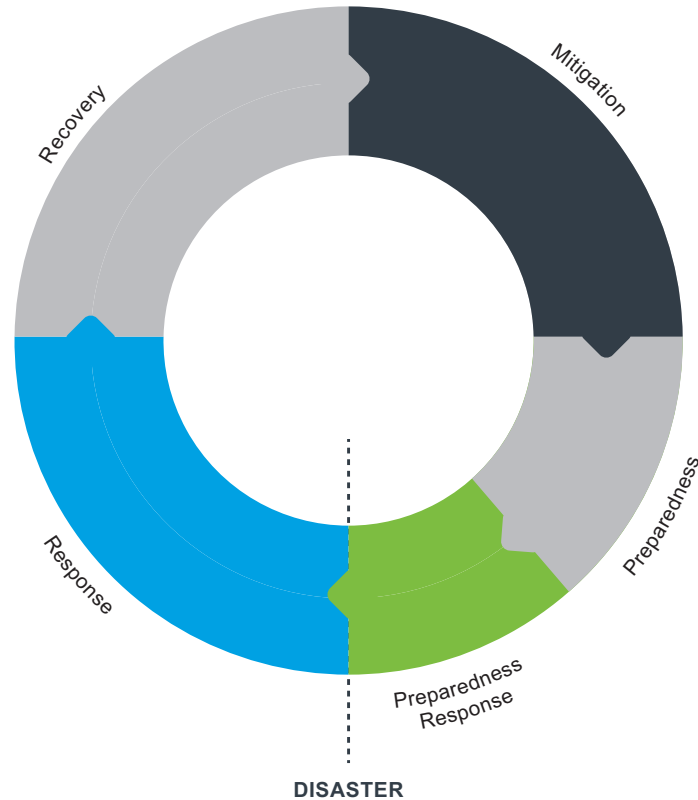
The relationships developed in response to one disaster have supported responses to the next.

In Canterbury the strong collaborative relationships which have been in place post-earthquakes with local and central government, Iwi, the not for profit sector and the community, have established groups and networks that can be deployed in future events.

When the March 15 tragedy occurred, Rātā Foundation in partnership with the Christchurch City Council and Ngāi Tahu quickly provided funding to support the community hub within days of the event.

We were also quickly able to bring together the Funding Leaders Across Government Group (FLAG) to coordinate activity. FLAG normally includes regional representatives from across central government, local government, Ngāi Tahu and Rātā Foundation. For this event we also included other community funders such as the Christchurch Foundation and Victim Support, and members of the local Muslim Community. FLAG worked together to identify the most appropriate funding sources for not for profit services supporting those affected. Coordinating funding responses can ensure organisations make the most effective use of philanthropic funds. The group is also working to engage with the community to understand needs and aspirations for the medium to long term.

The cycle of disaster funding



Source: *Disaster Response in Asia and the Pacific: A Guide to International Tools and Services*

Helpful resources

npengage.com/sgengagepodcast/episode-75-best-practices-in-disaster-philanthropy

tfff.org/community-vitality/spring-2016-issue-1

<https://disasterplaybook.org/strategies/communities-in-crisis/disasterphilanthropy.org/blog/resilience/the-future-of-our-cities-communities-depends-on-urban-resiliency>

cof.org/sites/default/files/documents/files/disasterguide.pdf

<https://www.getprepared.nz/personal-preparedness/guide/>
<https://www.getprepared.nz/organisations/business/>

<https://communityfoundations.org.nz/emergency-response-and-readiness>

<https://wremo.nz/>

<https://www.getprepared.nz/personal-preparedness/guide/>

Civil Defence NZ is happy to provide hard copies for your client base. They also offer free Plan and Prepare classes if you'd like to organise a big group of people.

<https://www.getprepared.nz/organisations/business/>

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**Philanthropy
New Zealand**

Tōpūtanga Tuku Aroha o Aotearoa

Philanthropy New Zealand is the peak body
for philanthropy and grantmaking.

We support generosity, effective giving,
and a strong philanthropic eco-system.

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