



Philanthropy
New Zealand

Tōpūtanga Tuku Aroha o Aotearoa

Prevention, readiness, response and recovery from disasters:

A FUNDERS' GUIDE





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Developing this guide

This updated resource has been produced by Philanthropy New Zealand | Tōpūtanga Tuku Aroha o Aotearoa (PNZ) in collaboration with the Joint Centre for Disaster Research at Massey University (JCDR).

New insights and contributions have been drawn from recent research undertaken by JCDR on behalf of PNZ, that involved a range of interviews with funders, Iwi/Māori, and community organisations, as well as analysis of PNZ evidence detailing the philanthropic sector response to disasters over the past few years.

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Introduction

This guide is created for funders and grantmakers and recognises the critical role you play in using your resources to support communities in preventing future disasters. When a disaster does occur, funders and grantmakers play a decisive role in jumpstarting community recovery and long-term resilience efforts. The purpose of this guide is to give practical guidance for you as funders and grantmakers to make your philanthropy more effective in reducing community harm and increasing community resilience.

“The term ‘natural disaster’ is a misnomer. Disasters do not occur due to hazards such as earthquakes and floods. Instead, disasters happen when human attitudes, values and behaviours force people into, or lead people to choose to be in, harm’s way, making them vulnerable. Choices creating and perpetuating vulnerabilities are the disaster and these choices are not from nature but are societal processes.”¹

ILAN KELMAN, PROFESSOR OF DISASTERS AND HEALTH, UNIVERSITY COLLEGE LONDON.

Philanthropy is grounded in a genuine desire to support communities to thrive. As grantmakers and funders, this care is expressed through the choices that you make to enable and empower people and communities across Aotearoa New Zealand. The choices we make today will be consequential to the well-being of our people and communities in a rapidly changing world.

Recent occurrences of natural hazard events and human tragedies have revealed that certain segments of our society experienced harm more than others – rural communities, ethnic communities, Māori, people with disabilities, and those with low incomes. The frequency of harm in these communities will continue to rise due to increasing socioeconomic vulnerabilities; the lack of societal urgency to reduce their risks of being harmed by natural hazards such as floods, cyclones, earthquakes, and human-induced tragedies that include mass shootings; and our society’s slow response to the climate crisis.

As grantmakers and funders, you have significant financial, relational, and advocacy power at your disposal to address policies and decisions that negatively impact communities. As our country continues to experience a range of hazards in the years ahead, every part of society – central and local government, businesses, not-for-profit organisations, Iwi, communities, philanthropic funders and grantmakers – must individually and collectively put in place policies, institutional processes, and resources that reduce the vulnerabilities of communities and increase their resilience to future hazard events.



Words matter

Disaster is a social construct. Instead of saying “natural disasters,” simply say, “disasters”. In this guide, we refer natural phenomena such as earthquakes, cyclones, floods, and wildfires as natural hazards. When a natural hazard disrupts the ability of a community to function and cause significant human, material, economic, and/or environmental losses and impacts, then it is a disaster.²

² United Nations Office for Disaster Risk Reduction. <https://www.undrr.org/terminology/disaster>



The guiding principles

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

1 Invest in disaster prevention to reduce vulnerability

"An ounce of prevention is worth a pound of cure." Grantmaking at the time of disaster, while necessary, only offers short term returns. No amount of money can restore everything that is lost when disaster hits. In fact, disasters are a major contributor to increased homelessness, poverty, and poor health and other socioeconomic outcomes worldwide. However, grantmaking towards disaster prevention and vulnerability reduction supports people and communities to build up their defence against the potential impacts of hazard events and increase their capacity to better respond and recover from such events quickly.

2 Add a resilience lens to your existing funding strategy

Disaster prevention, response, and recovery efforts must go hand-in-hand with existing investments in areas such as housing, food security, education, workforce development, health, financial security, the environment, or other individual and community issues. Consider how your existing grants can support the resiliency of communities to hazard events. For instance, how can your funding be more climate-responsive and climate-resilient?

3 Flex your relational and advocacy muscles to improve government policies and spending

Beyond distributing money, expand your philanthropic toolkit to include relational and advocacy actions. By working across sectors, including local and central government, as well as supporting community-based advocacy efforts, you can improve governments' policies and investment priorities for the benefit of communities most at-risk from a range of hazards.

4 Develop strong relationships with diverse communities ongoingly

The everyday work of philanthropic funders and grantmakers means you often have strong networks in a range of communities. It's easier to understand nuanced needs, readily channel support and work alongside communities if you already know them. Value these relationships and prioritise building and nourishing them on an ongoing basis.

5 Give power to communities to find solutions

The resources that the philanthropic sector can provide can be transformative. Solutions to some of the most pressing disaster challenges can be found within communities themselves. Listen to the voices of communities and give them the decision-making power over your grants to develop and implement solutions that work for them.

6 Collaborate with other funders for support and impact

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.

7 Build flexibility and responsiveness into your funding processes to meet community need

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.

8 Stay the distance by funding beyond the public emergency

Large public donations, government funding and the emergence of 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.

9 Over-communicate to support transparency and effectiveness

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.



Reduction/Prevention

Reduction/Prevention: Identifying and analysing long-term risks to human life and property from hazards; taking steps to eliminate these risks if practicable, and, if not, reducing the magnitude of their impact and the likelihood of their occurring.³

³ National Emergency Management Agency. The 4 R's. <https://www.civildefence.govt.nz/cdem-sector/the-4rs>

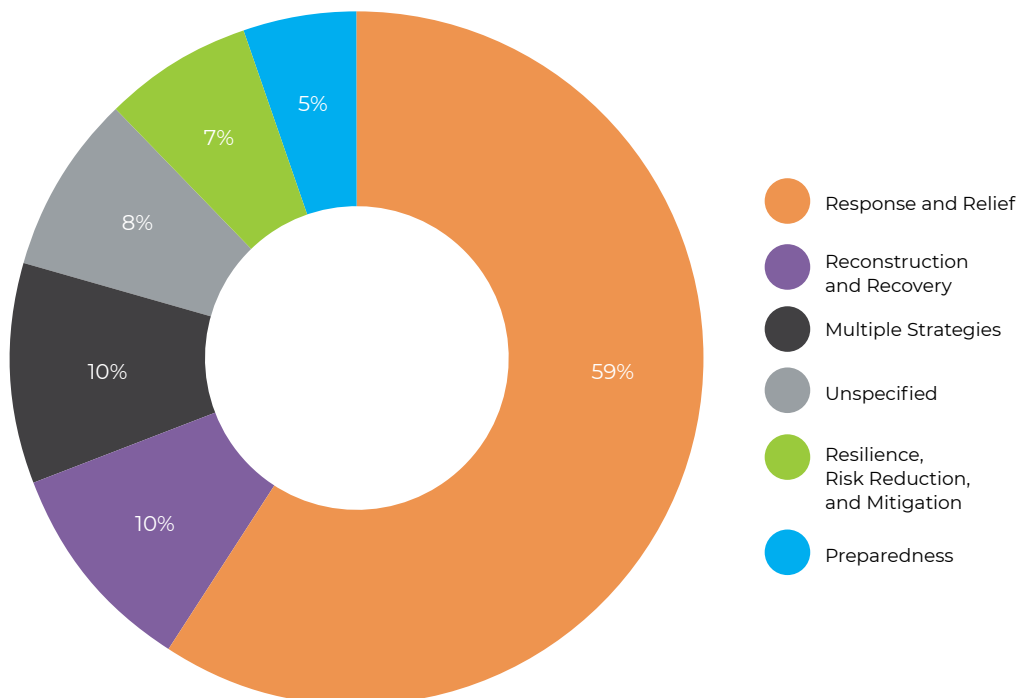
“Investing in disaster prevention and preparedness makes economic sense. The benefits of investing in measures to manage the risks of floods, earthquakes, heatwaves, and wildfires can substantially outweigh the costs and are generally two to ten times higher.”⁴

THE WORLD BANK, 2021.

Grantmaking to support disaster prevention is essential to building a resilient Aotearoa New Zealand. It also makes economic sense. However, general trends in grantmaking show prevention efforts lag far behind those of response and immediate relief, which continue to be the preferred disaster grantmaking strategy for individual and institutional funders. For instance, ten years of philanthropic assessment by the Center for Disaster Philanthropy have demonstrated that US-based philanthropy towards prevention and preparedness efforts remains low.

Funding by Disaster Strategy

(Average % based on grantmaking by US-based funders from 2012-2021)



Source: Center for Disaster Philanthropy 2024.

⁴ The World Bank, 2021. “Economics for Disaster Prevention and Preparedness in Europe.” <https://www.worldbank.org/en/news/feature/2021/06/04/economics-for-disaster-prevention-and-preparedness-in-europe#>

Ideas for funders to build resilience and prevent disasters

There is a range of ways funders can make a tangible difference in building community resilience and preventing disasters from happening. For starters:

- Join PNZ networks and events that focus on climate action to learn from other funders about what they are doing and how you can partner with them.
- Have a conversation with your grantee partners about how climate change or other natural hazards might impact them and their communities.
- Encourage community solutions to emerge and fund those solutions.

Funders interviewed for this guide have shared how they are already investing in community resilience. Some examples are:

- Financial and economic resilience for low-income people and communities.
 - Support for procuring insurance policies for renters and community assets (e.g. marae).
 - Improve economic outcomes of those earning lower incomes, such as investing in workforce development and housing security programs.
- Community connectedness and cohesion.
 - Fund groups and organisations that specifically work to connect communities.
 - Invest in community-based cross-cultural initiatives that bring different ethnic groups to work towards a common goal.
 - Fund organisations to build their capacity to work with local and central governments.
- Climate mitigation and adaptation planning and projects.
 - Fund local climate resilience planning efforts, such as ecosystem and land restoration and carbon reduction initiatives including solar and electrification projects.
 - Support alliances of community and environment groups to advance environmental planning alongside iwi, local councils, and government entities.
 - Leverage philanthropy to secure government funding for climate resilience projects.
 - Support public education efforts.
- Strong physical, environmental, and communications infrastructures.
 - Advocate for legislation to improve infrastructures, such as nature-based solutions and communications accessibility.
 - Fund organisations that work to advocate for policy and investment priority changes for climate and disaster resilience.

Apply a resilience lens to your funding practice

- Think about how you can incorporate a resilience lens to your existing grantmaking efforts. For instance:
 - Arts funders – Could you support film and media art that address climate change issues?
 - Housing funders – Could you leverage other funding sources to make homes more energy independent (e.g., solar) or resilient to floods (e.g., set homes on higher grounds)?
 - Health funders – Could you support programmes that educate residents about the impacts of climate change on their health (e.g., heat strokes, respiratory issues from air pollution and smoke)?
 - Workforce development funders – Could you invest in workforce development programmes focused on greening existing jobs (e.g., methane reduction in the agricultural sector) and future climate jobs (e.g., jobs in the renewable energy sector)?
- If you are already integrating a resilience lens to your existing grantmaking, share with your peers.



Readiness

Readiness: Developing operational systems and capabilities before a civil defence emergency happens.⁵ It comprises of knowledge and capacities developed by governments, response and recovery organizations, communities and individuals to effectively anticipate, respond to and recover from the impacts of likely, imminent or current disasters.⁶

⁵ National Emergency Management Agency. The 4 R's. <https://www.civildefence.govt.nz/cdem-sector/the-4rs>

⁶ United Nations Office for Disaster Risk Reduction. <https://www.undrr.org/terminology/preparedness>

Readiness**Have a business continuity plan**

Before supporting 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. Refer to the Helpful Resources section at the end of this guide.

Develop a disaster grantmaking and donations policy

Grantmaking in disasters is unlike other types of grantmaking efforts. The unpredictable and evolving nature of disasters requires you to quickly adapt to the situation and be clear about their roles, so that you can support affected communities. In your disaster grantmaking policy, consider the following:

- Timeframe of grantmaking – whether you will fund immediately after a major event or whether your role will be more long-term. Donations to a disaster dry up after 90 days following an event, but the demand for assistance from affected individuals and communities may continue for months and years. Can you hold onto funding for medium and long-term recovery?
- Pre-approval from the board on grantmaking thresholds and for delegation of authority if you are looking to fund immediately after a disaster. Can some of the funding decisions be made at a lower level than usual? If a committee will make funding decisions, can it operate with a smaller number of members? This will help community groups receive financial support faster.
- Scope of disaster grantmaking – what and who will you fund? Will you focus on funding well-established charities, smaller community-based organisations, and/or intermediaries? What about funds for individuals who may require immediate relief?
 - Based on the location of the next major event, you might consider funding directly to community organisations that you know well, and/or through existing intermediaries such as local funders or trusts (Refer to "Fund Intermediaries" in the Response section of this guide).

Readiness

- Relaxing or waiving grantmaking policies and processes – 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.
- Amount of funding – will you release additional funding that's above your usual annual distribution amount or individual grant amount?
- Impact on existing grantee partners – what is the likely impact on the organisations you currently fund. Which ones would see increased demand? Would you automatically increase funding to them? 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.
- A communications strategy – 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:

- Who needs to be informed about the decisions that you make when a hazard event occurs?
- How will you communicate with grant recipients, so you don't burden them?
- Who will communicate to the public, and what will 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.

Reviewing your policies to make sure you can implement your plan.

“You’ve got to put in place your (disaster grantmaking) policy and do it now. If you’ve got the policy in place, you’ve got your delegations; you’ve got your funding thresholds; you’ve got your reporting processes and things like that internally. Have that set up now. So when (another disaster happens), you don’t have to worry about it”.

DAVID CLAPPERTON, EASTERN & CENTRAL COMMUNITY TRUST

Readiness

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.

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.
- Build your relationships with mana whenua, as they are key partners in readiness and recovery efforts (see more in “Partnering with Iwi/Māori section”).
- Have a list of your community contacts so the people who are most influential to community resilience can be brought in quickly.

Enhance your cultural responsiveness to best reach diverse communities

Aotearoa New Zealand is home to many diverse communities. Being culturally responsive is not a destination but a journey. As disasters disproportionately impact marginalised communities, enhancing your and your organisation's cultural responsiveness can help you act and partner more appropriately when you are engaging with diverse community groups.

Readiness

Cultural responsiveness starts within the organisation. Actions⁷ include:

- Develop the capacity to value diversity and inclusion – this includes hiring leadership and staff who represent and have the ability to connect with the communities that your organisation serves.
- Conduct organisational assessments to identify areas for improvements, including hiring, retention, and institutional cultural knowledge.
- Establish a set of values and principles that enable staff to work cross-culturally.
- Engage communities to understand their needs and priorities.
- Integrate learnings, values, and principles across all external-facing grantmaking and engagement policies and processes.
- Understand the cultural beliefs and values around giving and receiving money in different communities.

“We had to look internally at ourselves. Part of our [grantmaking] strategy has been to look at our own cultural capability internally. One of the messages we heard was that the people we were working with wanted to be able to see people like them within our staff. How does our staff reflect the community?”

KATE SLATER, RĀTĀ FOUNDATION

Educate your donors about the long tail of disasters

Disasters bring out the generosity of people and organisations. Sometimes that generosity comes with heavy expectations. Past disasters have revealed that the public wants donations to be spent on disaster relief as quickly as possible. However, the post-disaster needs of communities could last for months and years. Therefore, if you run a donor advised fund or are likely to be fundraising for public donations, it is vital to educate and communicate to your donors about your need to potentially set aside donations for medium- and long-term recovery efforts.

Prepare to receive and deploy donations

Don't wait until a major event to test whether your donations and grantmaking platforms can accept or deploy donations quickly. In a major disaster, the generosity of thousands of donors might overload antiquated systems, which might result in lost opportunities for donations.

⁷ Adapted from the National Center for Cultural Competence, Georgetown University.
<https://nccc.georgetown.edu/curricula/culturalcompetence.html>

Readiness

“Can your system cope with a thousand people trying to give money within the same hour? Whatever platform that you use, ask your provider, ‘If there's an emergency tomorrow, and I need to push 10 million dollars through this portal, would it hold up?’”

KEV CARTER, HASTINGS DISTRICT COUNCIL

Work with your providers, whether they are your banks, fundraising platforms, or other grantmaking platforms, to assess whether your systems can be scaled up in a major event. Enquire whether your providers have the necessary redundancy systems and processes in place to mitigate potential problems, such as power outage or downed communications systems. You can create an online giving mechanism in advance, and leave it dormant until needed.

Collaborate on and streamline disaster fundraising approach and processes (before a disaster occurs)

Blue sky days (when there are no disasters) are the best time to strategise with other funders and partners around fundraising for disaster needs, especially in regional areas. While it takes a bit of convincing your partners to think about disasters when there are no disasters, it is essential to discuss how fundraising efforts will be handled and how funds will be raised and distributed to communities. A few things to consider:

- Ask other funders what they intend to do when a major event occurs. Will they fund immediate relief or only medium and long-term recovery? How much time will they need to turnaround grants? Who do they plan to fund – individuals, established organisations, grassroots organisations, intermediaries? What will they fund (or not fund)?
- If there are several fund holders in the same geography and they plan to activate their funds during disasters, discuss how these funds will complement each other for in response and recovery, and how the scopes of the funds will be communicated externally.
- Consider whether funders in your network might pool their funds and potentially run joint decision-making processes for the distribution of allocated funds, and what this process would look like.
- Who is best placed to receive public and corporate donations? Experience shows that it is best to create just one or two funds to receive donations that others endorse, and that recipient organisations have the profile to attract donors and the systems and capacity in place to manage substantial flows of local as well as international giving.
- Draft a plan around directing funds between fund holders, in the event one fund requires fund transfer from another to meet community disaster needs.
- Put everything in writing. It is important that everyone – from board to staff members – is on the same page when it comes to coordinated fundraising, communicating to external partners and the public, and distributing grants.



Coordinating fund holders for effective fundraising efforts: Spotlight on California's Disaster Relief, Recovery and Resilience Fund

In response to the growing frequency of disasters in California, the League of California Community Foundations – in collaboration with Philanthropy California and the state government of California – established an evergreen statewide fund during the wildfire season of 2020 to support disaster-impacted communities. The fund is created to support relief, recovery, and resilience to natural hazard events in Californian communities through the League's coalition of over 30 community foundations. The fund complements grantmaking efforts by the state government and provides another funding source for local community foundations and their communities.

With communications amplification and philanthropic outreach support from Philanthropy California and the state government, this statewide fund provides a one-stop shop for private foundations, family foundations, corporate philanthropies and individual donors that are looking to direct their philanthropy to one centralised donation platform. Funds are then directed to local community foundations based on assessed community needs by the League's grantmaking committee. Meanwhile, local community foundations continue to retain their ability to fundraise from businesses, foundations, and individual donors.

By leveraging and streamlining local, statewide, and national philanthropy, this fund provides financial resources that address a range of community needs and priorities that would not have otherwise been funded, including immediate relief needs resulting from low-profile disasters or from disasters too small to qualify for government support or receive philanthropic support; recovery activities in rural regions and marginalised communities that have limited philanthropic infrastructure; and community-led disaster prevention and preparedness initiatives.

More info: <https://lccf.org/california-resilience-fund/>



Response

Response: Actions taken immediately before, during or directly after a civil defence emergency to save lives and protect property, and to help communities recover.⁸ Disaster response is predominantly focused on immediate and short-term needs and is sometimes called disaster relief.⁹

⁸ National Emergency Management Agency. The 4 R's. <https://www.civildefence.govt.nz/cdem-sector/the-4rs>

⁹ United Nations Office for Disaster Risk Reduction. <https://www.undrr.org/terminology/preparedness>

Response

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

In the immediate aftermath, first response by marae, formal and informal community groups emerge to address immediate needs. Response organisations like the Red Cross, Victim Support, and local civil defence usually take a few days to over a week to become active. All of these groups, along with central and local governments, will be engaged in a wide variety of response activities; some will be more coordinated than others.

Apply your oxygen mask first

Action that business continuity plan. Caring for your team (staff, board, volunteers) is a top priority. Schedule time for staff and volunteers to decompress and encourage them to take time off to care for themselves.

Some of your team may 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 or contract someone to provide psychological support for your team – and yourself. Checking in on people's well-being should be part of each meeting.

Activate your disaster grantmaking and donations policy

Your policy will provide guidance on what you and your team would (and wouldn't do). It is important to be flexible and adaptable. When actioning your disaster grantmaking and donations policy, consider the following actions:

- Gather your team (from junior to senior staff members) to discuss the policy.
- Assign tasks and responsibilities – Who will be the lead and who will support certain tasks within the policy?
- Schedule regular and brief check-ins with team members to address issues that may arise when executing the policy.
- Reach out to your community network to collect on-the-ground intelligence and share intelligence with your team.
- Discuss anticipated organisational and community needs and challenges that would require attention and staffing. Provide adequate staffing resources.
- Change policy procedures as necessary.



Stop! Don't create a new fund unless it is absolutely necessary

Past disasters, including the COVID-19 pandemic and the 2023 floods and Cyclone Gabrielle, have revealed government and non-government funders' tendency to create new funds in the face of a disaster. While this tendency is rooted in their desire to help affected communities, the proliferation of new funds in the past has caused significant confusion among donors and for community organisations. Funders interviewed for this guide shared that, in the aftermath of the 2023 floods and Cyclone Gabrielle, donors were perplexed about which fund(s) they should donate to, and community organisations had to spend precious staff time applying to different funds and holding a number of funding relationships thereafter.

In most instances, a pre-existing fund is probably in place to collect donations. Engage with your funding network to find out who is doing what, so you can be a more effective funder for the communities that you want to serve.

If no fund exists for a specific disaster or geography, engage with other local funders to determine the following:

- Is there another way to fundraise for disaster needs other than setting up a new fund?
- Can you partner with other fund holders in the region to broaden their grantmaking geography and scope?
- If it is determined that a new fund is required, ask:
 - What is the grantmaking scope of the new fund?
 - Which organisation will be managing the new fund?
 - Who will be making decisions around fund distribution?
 - How will this new fund (and its purpose) be communicated to the public and other potential funders?
 - How long will a new fund take to stand up? Will it sunset after several months, will it continue to fundraise and distribute grants until all local recovery needs are met, or will it be an evergreen fund?
 - How will the managing organisation cover the overheads of running the established fund, and how will arrangements best be communicated to donors and government officials (e.g. a percentage of funds will be allocated to administration)?

Engage and set expectations with your donors

Donors want to help affected individuals and communities following a major event. What to communicate to them is essential to both inspiring their giving and in ensuring their expectations are met. Without setting clear expectations and how you and your organisation are going to respond, you risk alienating and upsetting potential and existing donors. The following is a few considerations when engaging and setting expectations:

- Will you be holding the funds until more information about disaster impacts emerge?
- What existing and anticipated emergent community needs will be best addressed by philanthropic dollars?
- Will you want to support medium and long-term recovery of impacted individuals and communities? If so, consider communicating that a certain amount of donations will be set aside for those needs. Discuss whether donors have any concerns about having their donations set aside for medium and long-term recovery, which might last from several months to several years.
- Will their donations be directed to a specific local fund holder(s) for effective deployment into affected communities?
- Engage with donors to support long-term recovery and resilience to future natural hazard events.
- Is your disaster grantmaking strategy reflected in online communications platforms and updated regularly?

Most importantly, communicate with your donors frequently. Promptly thank your donors upon receipt of donations. Share with your donors how their donations are being used and the community impact that their donations have contributed to. Storytelling is an effective fundraising strategy that uplifts the voices of impacted communities, but it is essential to ensure that you don't burden those communities to share their experiences as they are recovering. Seek out local funders to share with you what they have heard from communities.

“I found that the more information donors had, the more likely it was for them to be more generous...So one quick phone call [with our community partner], and we can convert that into a story, and send that to our donors. And they're like, “Oh wow, if they're doing that, that's fantastic, Yes I want to help”.

YVONNE TRASK, THE GIFT TRUST



Advice for naming and describing your new fund that honours donor intent and the on-going needs of communities

Name your new fund to create as much grantmaking flexibility as possible. Instead of naming a fund as “Fund for Flood Relief,” consider naming it as “Fund for Disaster Resilience”. This naming practice helps offer flexibility in how you describe your grantmaking timeframe and scope in your fund’s description, allowing you to address immediate disaster needs and emergent long-term recovery needs. Since the suggested name of the fund is not hazard-specific, if a successive natural hazard event was to occur, donations can more likely be used to address multiple crises without needing to create another fund. Furthermore, this naming device enables you to include in your fund’s description your intent to support community prevention and preparedness efforts. By naming and describing your fund in general language, you are still able to honour donors’ expressed desire to support those affected by disasters.

Engage with your funding network and step forward together

Act together. 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 representatives of communities affected, or local corporates.
- Look out for signs of stress or trauma in your network. 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?
- 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?

Work with your community

- Use your relationships where possible to access important community information about what funding is needed (preferably from organisations, rather than those involved in the front-line response).
- Contact existing grant recipients to see how they are affected. Use your breadth of contacts, as often there will be groups who have needs that aren't yet visible to the immediate funders.
- Contact your local civil defence emergency management (CDEM) to better understand how you might be able to address gaps in immediate relief.
- Consider how you might financially or otherwise support community organisations, networks, marae and others who have been quick to support the immediate individual and community needs, including provision of food, bedding, housing security, transportation, medicine and supports, insurance processing.
- Avoid offering goods over money (unless otherwise agreed). Disaster survivors and organisations that support them require the flexibility of money and it injects funds into local businesses and the local economy.
- Listen to the community who can also identify less obvious ways to give support.
- What do volunteer networks need to mobilise effectively and in a way that upholds their well-being? Do they 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 fill front-line response roles? 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 ones affected. There may be different cultural expectations to be met in your relationships and funding.”

CLAIRE PHILLIPS, CHRISTCHURCH CITY COUNCIL

Be flexible, responsive and focussed on the recipients

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

- Action your disaster grantmaking policy. Work with your board to confirm your approach.
- If your organisation doesn't have pre-approved funding delegation for grantmaking staff, ask your board members to consider allocating discretionary funds to senior staff, rather than being reliant on-board meeting timings.
- Consider allocating unrestricted/untagged funding. Having high-trust relationships means that you accept that the organisations at the coalface are best qualified to assess and meet their needs. Your organisation's leadership and staff would have adjusted their expectations around grant accountability and reporting to better reflect the evolving challenges experienced by community organisations to meet the ever-changing community needs in disaster response and recovery.
- Go live with simple grant application and reporting processes. Better yet, help your potential grantee fill in your grant application or fill it out yourself. 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 general operating support as well as service delivery – everything from additional volunteer coordination 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.”

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



A message for those who fund nationally

Consider how you can work 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 regionally based funders, 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.

Fund intermediaries

Increasingly, funders are supporting communities through the use of intermediaries. While there are many types of intermediaries, the most obvious fit in a major event is an organisation that can make onwards grants and donations, such as a local trust or a foundation.

“As a national funder, as well as giving to grass roots organisations and lwi, we gave unrestricted funding to local trusts and foundations to pass on. We said to them, ‘You know where the needs are, and so we just trust you to get on with it.’ It's natural for all foundations to want to give directly to the organisations that are working on the ground, but it is important to acknowledge that those organisations are extremely busy. Their core focus is responding to the situation, dealing with multiple funders and building new relationships is time consuming, so utilising and trusting in existing structures is also a very effective way of giving.”

ALICE MONTAGUE, CLARE FOUNDATION

Directing your funds to an intermediary organisation benefits you and impacted communities, in the following ways¹⁰:

→ Supports communities directly.

A disaster is not a good time to develop and cultivate new relationships. Community organisations in particular are stretched and have limited bandwidth to engage. Therefore, funding directly to a local organisation that has established relationships with community groups and leaders and who can manage intermediary funding is beneficial. This approach also allows you to direct your funds to communities without exerting unnecessary administrative and communications burden on community organisations and leaders.

→ Moves money quickly to address local needs.

Funding an established intermediary reduces your organisational workload, such as identifying and doing due diligence on donation recipients and hiring additional staff to manage the grant management process. An intermediary has built-in grantmaking and communications processes with local communities. They also have many established channels to understand local dynamics and needs.

→ Helps generate a more substantial funding pot.

Often, the needs of communities are greater than one funder can meet. By funding directly to an intermediary, funds can be pooled with other funders to address bigger requests.

¹⁰ Adapted from “Funding Intermediaries in Grantmaking: Partnerships Built to Last.” 2021.
<https://blog.submittable.com/funding-intermediaries/>

Response**Consider who you can fund directly**

In a crisis, individuals, volunteers, and formal and informal community groups spring into action. While there is a desire by donors and grantmakers to support individuals and emergent community groups, your organisation might be restricted to provide grants only to registered charities – and that's okay. There will be other funders (e.g., Mayoral funds, New Zealand Red Cross) who will step in to provide grants to individuals and non-registered groups. The key is to identify where your funds can be most impactful.

As a funder, you can also help non-registered groups to find another appropriate registered charity to serve as a fundholding organisation. This ensures your grantmaking is conducted in ways that meets the needs of non-registered groups and fulfils your fiduciary duties.

Communicate, communicate, communicate

The public give generously and can feel invested in how money is distributed. Transparency is critical, so you need to communicate regularly and clearly if you are holding and distributing public donations. Use a variety of channels – websites, social media, email and potentially the news media.

Fund seekers and grant recipients will also need careful engagement. Consider the following:

- 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

Recovery: The coordinated efforts and processes to bring about the immediate, medium-term and long-term holistic regeneration of a community following a civil defence emergency¹¹. The recovery process includes restoring or improving of livelihoods and health, as well as economic, physical, social, cultural and environmental assets, systems and activities, of a disaster-affected community or society, aligning with the principles of sustainable development and “build back better”, to avoid or reduce future disaster risk.¹²

¹¹ National Emergency Management Agency. The 4 R's. <https://www.civildefence.govt.nz/cdem-sector/the-4rs>

¹² United Nations Office for Disaster Risk Reduction. <https://www.undrr.org/terminology/recovery>

Recovery

The recovery process begins on day one after a major event, although the reconstruction of physical infrastructure like houses and community assets may not begin until months later. The entire recovery process can last from months to years, as we've seen after the Canterbury earthquakes.

By this stage, you may be more connected with 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.

Support evolving community needs

- Touch base regularly with your grant recipients about any existing, new, or anticipated needs that that would require further support, and be prepared to move with them. Providing unrestricted funding enables community organisations to adapt to the evolving needs of their community.
- Identify any new gaps. Find out what is no longer being funded by central or local government or other 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 that 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. Some organisations who are smaller but well placed to deliver to diverse communities may be experiencing shortages of staff or the capability to seek onwards funding from government or philanthropic sources.
- Remember to fund joyful activities. Supporting the arts and sports in this time creates stronger communities and assists recovery. It brings people together.
- Recognise that funding may be needed by community organisations that serve displaced individuals and families who have relocated as a result of a major event. Funding for new arrivals may include housing, employment assistance, childcare, and other community connectivity support.

New requirements of funders

- Listen to community and government leaders and local funders who will have assessed the impacts. They will be helping the community address the fallout from the event. Every piece of knowledge will help inform your funding strategy.
- Seek expertise from organisations experienced in the recovery phase so you don't have to recreate the wheel. Consider what additional resources or skill sets your organisation may need for the next phase.
- Check in with staff about their wellbeing. Now may be the time to schedule some fun.
- 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.



Selected individual and community needs that usually arise during recovery

Focus your attention on equity and access to services, paying particular attention to communities who may be missing out as you support emergent recovery needs, including people with disabilities, individuals with low incomes, rural communities, Māori, and ethnic communities. Previous experience has shown the following areas as worthy areas of attention:

- Mental health support for affected individuals, communities, and responders. Look out for secondary trauma for helpers of helpers (e.g., funders or those who support responders).
- Community enrichment programs, such as the arts, sports, and community fairs and other activities that support wellbeing and social connectedness.
- Stable housing support for displaced individuals and families.
- Support for re-employment, including income replacement.
- Educational support for previously displaced students
- Childcare support.
- Clean water, clean air, and clean environment.
- Long-term community recovery planning.

Maintain strong connections with other funders

Effective grantmaking towards community recovery will be critical, and engagement with a wider funding network will help determine where your resources can be deployed impactfully. There can be the temptation to reduce collaboration time in this phase and revert to existing grantmaking processes. But this move makes co-funding and streamlined grants reporting challenging for funding recipients who might still be struggling in the recovery phase.

Recovery**Leverage other funds and resources for maximum impact**

As you will have more insights now about the needs of affected communities, you might want to consider the following:

- How can you leverage your existing grantmaking portfolios to support long-term recovery?
 - Make your grants multi-year, so you are enabling your grantee partners to build capacity and organisational resilience.
 - Leverage in-kind efforts that would address identified gaps, such as donating corporate goods or fielding volunteers.
- Is it more effective to pool or complement your grantmaking with other government or philanthropic funders?
- How can you use your power of influence and advocacy to sway other funders and government decision-makers to invest in certain recovery needs and community organisations that you are now aware of?
- How can you support community convenings, especially around community recovery planning processes?

Reflect and focus on forward resilience

- Take the time to review your grantmaking strategies and practices in the new context and reflect on your learnings regularly. Take the time now to ask your partners what is working well and what needs to change going forward.
- Examine the underlying causes of the disaster. Disasters are the consequences of choices people and institutions make to force or lead people to be in harm's way. Evaluate how your grantmaking strategies reduce people's vulnerabilities and risks to a major event.
- Fund disaster prevention activities (refer to the Reduction/Prevention section of this guide).
- Keep learning and practicing. Taking tiny actions everyday snowball into transformative changes down the road.
- Reach out to your peers for support. Building community resilience is a team effort.



Spotlight: Reduce disasters-induced poverty by cultivating social connectedness and supporting broad-based and advocacy organisations

As the dust settles and the immediate basic needs are met, on-the-ground relationships begin to fray. The stresses of rebuilding livelihoods and communities can take a toll on the health of affected individuals and community leaders. Those who have been affected by the disaster will have different rebuilding priorities and approaches. Some of their priorities might run counter to those championed by local and central governments. Conflicts between groups and organisations might arise. Unfortunately, the most vulnerable people are usually further marginalised after a major event, resulting in a recovery process that is often inequitable.

Philanthropy's involvement can change the tide of social isolation, conflicts, and inequitable socioeconomic outcomes that often accompany the recovery process. Building social connectedness has been proven to improve the psychological and socio-economic outcomes of those who've been impacted by a disaster. Communities that are more socially connected recover faster and better.

Many pre-existing and emergent local organisations who cultivate these social relationships will be active in recovery. However, if your goal is to improve the recovery process for everyone – rather than just a few – then certain types of local organisations are worth supporting.

The different types of local organisations and how they influence disaster recovery

In a research study by disaster researchers Kevin Smiley, Junia Howell, and James Elliott,¹³ local organisations can be categorised as:

- Bonding organisations – foster relationships with those who are members of particular organisations, such as religious institutions, labour/trade unions, or sports clubs. They are essential to bringing the necessary resources to support their members' disaster recovery, however others could be left out.
- Bridging organisations – cultivate relationships across organisations or social networks and serve a broader set of the community. Examples include civic and social associations and non-profit business associations. A subset of bridging organisations is advocacy organisations that build linking relationships with people across formal or institutional power or authority. Examples include environmental organisations, and human rights and advocacy organisations.



Spotlight continued

In studies of disasters around the world, advocacy organisations have the greatest effect on enhancing community-wide disaster recovery and improving community resilience to future natural hazards.¹³ The reason behind this is that when linking relationships are embedded within advocacy organisations, the financial, material, and political resources for disaster recovery benefit everyone, including those who are the most marginalised in disasters.

Supporting bridging and advocacy organisations

As funders, you can support the development of these bridging and advocacy organisations by:

- ➔ Supporting leadership development and networks of non-profit leaders from different organisations, including those serving the most marginalised and vulnerable communities (e.g., people with disabilities, ethnic communities/migrants, those with low incomes).
- ➔ Working with local community organisations to lift their voices and their priorities to decision-makers in the philanthropic and government sectors (potentially advocating on their behalf if need be).
- ➔ Providing financial support to increase the advocacy capacity and capability of broad-based local organisations.
- ➔ Supporting cross-sector community or regional resilience plans with the participation of government and philanthropic decision-makers.

¹³ Kelman, 2022. Disaster by Choice: How our actions turn natural hazards into catastrophes.

Access: <https://global.oup.com/academic/product/disaster-by-choice-9780198841357?cc=us&lang=en&>



Partnering with Iwi/Māori around disaster preparation and response

This section offers a few key principles for action in a disaster context that have emerged in the research undertaken in 2023-24. We know that Māori communities bring a range of capability, and draw on important knowledge and tikanga to contribute to disaster preparation and response. The first responder role taken on by marae in particular has been highlighted yet again in recent events.

This section does not seek to offer full guidance for philanthropic funders and community grantmakers around engaging with and partnering with Iwi / Māori. These broad skills of working to support Māori aspirations are supported through other programmes, such as Ki te Hoe, which is a partnership between Philanthropy New Zealand |Tōpūtanga Tuku Aroha o Aotearoa and Tūmanako Consultants.

Build knowledge and relationships in the quiet times

If you are a funder supporting disaster preparation and prevention, community resilience, and disaster response and recovery in local and regional areas, you should be building knowledge and relationships with marae, hapū, and iwi within your relevant geographical area of operation.

It is also important to understand the history of manawhenua in your local area and how colonisation has continued to impact their socioeconomic outcomes and their aspirations, and the particular areas where disasters and hazard events could further impact.

Know who to engage with under urgency

If you are a funder seeking to support local responses at pace but without existing relationships with local hapū or marae, reach out to your peers and partners who may already have these relationships. Seek out their guidance about how you can best navigate the relationships that have already been built and work together to engage or channel your support via partners who already have trusting and established relationships with local marae and hapū. Be respectful of the time and capacity that leaders have to engage with you directly, especially when they are immersed in supporting the community's recovery.

Listen and take a backseat

Active listening enables you and your organisation to know the needs and priorities of manawhenua and how these needs and priorities came to be. This process takes time and requires you and your organisation to be open to new ways of thinking and doing. It is essential for you to be clear about your intention and to share it as you first engage with manawhenua.

“Māori have been on these lands for thousands of years and will continue to stay on these sites. Ensure you have a little bit of capacity and capability within your own organisation to engage in a manner that's respectful. And just make sure that you're there to listen, and not to be the organisation that comes in and tells people what they need to do.”

CYRIL HOWARD, THE TINDALL FOUNDATION

Invest in their solutions

Leaders of your local hapū or marae already have solutions that they want to implement. Discuss with them how you can support their solutions, whether through your ability to donate financial resources, connect them to other philanthropic partners, or advocate on their behalf. Minimise your administrative burden on them and allow for flexibility.

Remember that marae and hapū respond on behalf of all communities

Marae, and hapū services serve all communities in times of disaster. As such, funders should not limit the scope of who benefits from philanthropic funding channelled via marae and hapū.

Make it OK to kōrero about prevention and preparedness support

Funders can help prompt conversations about what infrastructure support, connectedness activities, and economic initiatives are protective factors in the face of disaster, particularly in rural communities. A big impact can be made through funders supporting sustainable housing, financial security, energy efficiency and independence, raised gardens and water tanks, communications infrastructure and information dissemination processes.

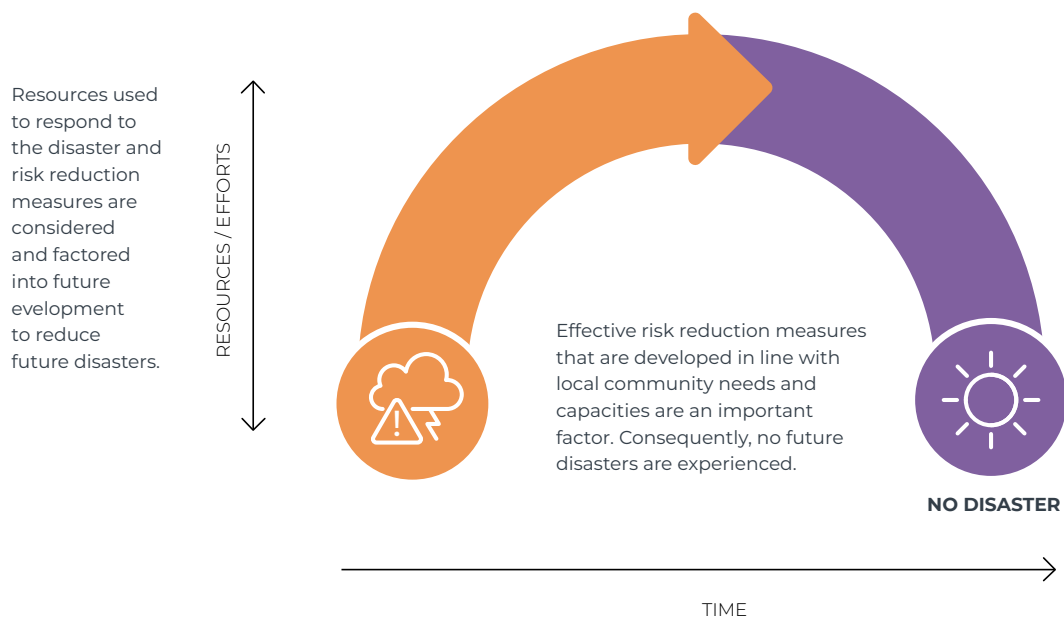
Recently, philanthropic funders and grantmakers have also supported with the funding of community disaster planning and wānanga as well as marae emergency preparedness. These actions have also been seen to increase connectedness and support resilience and self-reliance.



Investing in a future with fewer disasters

Aoteaora New Zealand will experience more natural hazard events (e.g., earthquakes, floods, cyclones, volcanic eruptions, tsunamis) in the future, but disasters don't have to happen.

The diagram below, illustrates that when a major hazard event happens, disaster response, recovery, and risk reduction activities (prevention and preparedness efforts) must be initiated to bring about future changes to where we live, how we live, and how we prepare for hazards. These activities must be developed in line with local community needs and capacities.



Source: Boshier, Chmutina, Van Niekerk15

A transformative vision for the future also reduces existing inequities, so that no communities are disproportionately at-risk of and impacted by natural hazards because of existing socioeconomic conditions relating to income, housing, employment, education, physical and psychological health, citizenship status, gender, and ethnicity. It is an inclusive vision that requires the integration of Building Back Better propositions into existing and future public and private investments that would enhance the social, economic, physical, and cultural fabric of communities. Some of these propositions¹⁴ include:

- The recognition that individuals, families, and communities drive their own recovery.
- Recovery must promote fairness and equity.
- The whole-of-society must enhance preparedness for future disasters.
- Local government and community institutions must be empowered to manage recovery efforts, and donors must devote greater resources to strengthen recovery institutions.

¹⁴ Office of the Secretary-General's Special Envoy for Tsunami Recovery. 2008. Key propositions for building back better: Lessons learned from tsunami recovery. <https://www.preventionweb.net/publication/key-propositions-building-back-better-lessons-learned-tsunami-recovery>

- ➔ Partnerships and good information are paramount to effective planning and coordination in disaster prevention, preparedness, response, recovery, and resilience.
- ➔ From the start of recovery operations, governments and aid organisations must create the conditions for entrepreneurs to flourish.
- ➔ Good recovery must leave communities safer by reducing risks and building resilience.

Will there be a future where there will be fewer disasters? Yes – only if we invest strategically and collaboratively pre- and post-disasters.

We hope this guide paves the way for improved disaster philanthropy and a more resilient Aotearoa New Zealand.

¹⁵ Boshier, Chmutina, Van Niekerk, 2021. "Stop going around in circles: Towards a reconceptualisation of disaster risk management phases." Access: <https://www.emerald.com/insight/content/doi/10.1108/DPM-03-2021-0071/full/html>

Helpful resources

- <https://communityfoundations.org.nz/emergency-response-and-readiness>
 - <https://getready.govt.nz/er/prepared>
 - <https://www.wremo.nz/get-ready/work-ready/business-continuity-planning> (includes a business continuity plan template)
 - <https://www.business.govt.nz/risks-and-operations/planning-for-the-unexpected-bcp/emergency-planning-for-businesses/>
 - <https://disasterphilanthropy.org/disaster-philanthropy-playbook/>
 - Book: *Philanthropic Response to Disasters: Gifts, givers and consequences*¹⁶
¹⁶ Williamson, A., Leat, D., & Phillips S. (Eds.). (2023). *Philanthropic response to disasters: Gifts, givers and consequences*. Bristol University Press.
 - Book: *Disaster by Choice: How our actions turn natural hazards into catastrophes*¹⁷
¹⁷ Kelman, I. (2022). *Disaster by choice: How our actions turn natural hazards into catastrophes*. Oxford University Press.
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www.philanthropy.org.nz