



# Todd Foundation

## Earthquake Recovery Fund Review

Including guidelines for future disaster responses

*Prepared for the Todd Foundation by*

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## Executive summary

Following the long series of disastrous earthquakes that hit Christchurch City and surrounding Canterbury from September 2010 onwards, the Todd Foundation established a \$2m fund (the Todd Foundation Earthquake Recovery Fund – TFERF) to support Christchurch's recovery. The fund was additional to the Foundation's usual funding and was created through donations from the Todd Corporation which then matched funded contributions from Todd family members and Todd staff. The Todd Foundation joined with The Tindall Foundation to contract a Canterbury based Project Manager whose role was to administer the TFERF and support the longer term response taken by The Tindall Foundation.

The Todd Foundation has commissioned the Project Manager, Bede Martin, to review the approach taken and suggest how both the Todd Foundation and the wider grant-making sector might respond to future regional disasters.

The review considers the targeting of the fund, its accessibility to community groups, the effectiveness of the relationship between the Foundations, the strengths and weaknesses of the TFERF, and suggests a way to respond to any future disasters. A need for ongoing support of the Canterbury recovery is evident and a way ahead is recommended. Findings are based on a survey of all applicants to the fund, surveys and discussions with TFERF committee members, and phone interviews with staff of both Foundations. Limited secondary research was also completed.

The report concludes that the Todd Foundation response was appropriate. The criteria and systems for delivery of the fund worked well overall, and timely decision-making was appreciated by applicants. The joint approach taken by both Foundations, while allowing them to retain their individual programmes enabled them to engage a locally based Project Manager and share costs of this. This presence enhanced their responses and increased applicants' accessibility to the TFERF.

The need for improved communication of this arrangement to ensure awareness of each Foundation's different grants programmes was identified. Regular discussions between staff, the TFERF committee Chair and the Project Manager would have brought a more strategic approach and better targeting of grants. There was no transition process planned when the TFERF ceased.

Preparation for future regional scale disasters is warranted.. Development of an interim strategy is recommended, under the leadership of Philanthropy New Zealand, followed by a review of international literature on disaster responses prior to adoption of a permanent strategy at the next conference of Philanthropy New Zealand.

The report acknowledges the ongoing needs evident in Canterbury and encourages grant-makers to work together more strategically in their responses. A role for corporate promotion of giving by business associates is suggested and use of their influence to lobby policy makers is encouraged.

Finally a number of recommendations are made. These are directed at the Todd Foundation in relation to the ongoing situation in Canterbury and for any future disaster response it may make, and to Philanthropy New Zealand which is seen as a central point for coordination of disaster preparation. The recommendations are that:

It is recommended that:

The Todd Foundation:

1. Clearly communicate any current plans for ongoing support of the Canterbury disaster recovery
2. Approach other Corporations to financially support ongoing social recovery initiatives in Canterbury, either by contributing to the Canterbury Earthquake Appeal Trust or to funders who are open to accepting external donations for their earthquake funds

It is also recommended that in any future disaster response the Todd Foundation

3. Consider a role for corporate lobbying of government and local authority about policies identified by Foundation staff as hindering recovery initiatives
4. Replicate the key elements of the TFERF model that worked best, retaining:
  - The leveraging of Todd Corporation, Todd family and Todd staff donations so that disaster funding is in addition to normal funding
  - Broad and flexible criteria
  - Quick and simple processing of applications
  - The engagement of a Project Manager based within the disaster area to work with a decision-making committee consisting mostly of residents from the area

It is recommended the Foundation consider the following options for improving their model:

- Ensure community awareness of the particular responses of each Foundation which jointly engage the Project Manager
- Set review dates to adjust the focus of funding to meet evolving needs
- Consider more proactive targeting of specific needs
- Ensure committee meeting technology (e.g. Skype) enables full and problem-free participation of all committee members
- Develop a transition strategy as the fund nears its end

Some recommendations in this report may be more appropriate for consideration by Philanthropy New Zealand (PNZ) or the Funding Information Service (FIS), and it is recommended that:

5. PNZ be asked to encourage grant-makers currently involved in the Canterbury recovery to share their ongoing plans for the recovery and facilitate discussion among these grant-makers of a strategic approach in which:
  - Grants made in the region are shared openly with other funders
  - Funding gaps are identified and consideration is given to how these might be filled
  - A long term commitment to the region's recovery is made
  - Collaborative ventures or partnerships be formed where appropriate, considering the possibility of a shared fund (similar in concept to the Working Together More Fund)

6. Agencies such as the Funding Information Service to urgently develop, promote and maintain a '*Disaster Fund Communication Plan*' to assist community groups in Canterbury identify sources of funding and criteria.
7. The Todd Foundation discuss with PNZ development of an *Interim Disaster Response Strategy* (see report pages 22 -25) to ensure future disaster readiness.
  - Invite PNZ members to outline their focus for a future regional disaster of the scale of the Canterbury earthquakes and delivery of this in light of experience gained in the Canterbury recovery
  - PNZ be asked to identify and collate perceived gaps in the responses of its members
  - PNZ be asked to facilitate discussion of this at a Canterbury Funders Forum meeting, using as a basis the document "*Disaster Grantmaking: A Practical Guide for Foundations and Corporations*" (See [tinyurl.com/lp9z977](http://tinyurl.com/lp9z977))
  - Funders be assisted to agree on an overarching interim strategic response
8. Consideration be given by PNZ to seek funding to conduct an international and local literature review of grant-makers' disaster responses to develop a permanent (annually reviewed) disaster strategy, to be presented for consideration at the next Philanthropy New Zealand Conference

## Introduction

The Todd Foundation Earthquake Recovery Fund (TFERF) was established by the Todd Foundation midway through 2011.

Contributions to the fund came from the Corporation itself, Corporation staff and Todd family members. Total contributions amounted to \$2,078,694.00 (including interest earned).

The first TFERF grants were made by the Todd Foundation Board of Trustees in May 2011, prior to the establishment of the TFERF committee, which was delegated authority to approve grants on behalf of the Board.

Members of the committee were:

- Charles Reid, Chair
- Georgina Ralston
- Helena Francis
- Malcolm Whyte
- David Moloney
- Garth Nowland-Foreman

Final grant approvals were made at the last meeting of the TFERF Committee on 13 March 2013.

At its meeting on 12 September 2012, the Committee commissioned a review of the fund, on its completion, to be carried out by Interact Canterbury (which also provided project management for the TFERF).

The Todd Foundation wishes to learn from this, their first experience in responding to such a disaster, by looking at how well the fund met its purpose and how they might respond in any future disaster. This report is to assist them in this consideration.

## Terms of reference and procedure

It was agreed by the Chair of the TFERF Committee that the review would:

- ⇒ Evaluate the fund's effectiveness
- ⇒ Inform Todd Foundation trustees and other interested funders on the suitability of this approach as a best-practice response model for future disasters.

Informally the TFERF Chair asked for a 'warts-and-all' assessment of the fund along with 'blue sky' thinking about how the Foundation, and other interested funders, might respond in future disasters of this kind. Accordingly it is assumed this report will be made available to funders beyond the Todd Foundation.

The review is to explore these questions:

1. Was the fund appropriately targeted?
2. How well did it meet its purpose and what were its shortcomings?
3. What were its strengths and weaknesses as a response to a major disaster?
4. What can the Todd Foundation and any other interested funders learn that would assist in responding to a similar disaster in the future?

Applications were categorised to see how well they matched the TFERF criteria and to help evaluate the appropriateness of these criteria. Strengths and weaknesses of the fund were identified from the perspective of applicants, committee members and staff of The Tindall and Todd Foundations. To meet the expectations of 'blue sky' thinking, additional secondary research was conducted which involved identifying a small range of disaster funding literature and reviewing presentation on the subject from the last two Philanthropy New Zealand (PNZ) conferences.

Applicants were surveyed using the online tool, Survey Monkey, and other participants were interviewed by phone and in some cases via email.

Survey invitations were sent to all TFERF applicants and 80 completed the survey, a response rate of 45%. Of these, 73.1% were TFERF grantees and 26.9% were unsuccessful applicants.

TFERF committee members and Dave Richards of The Tindall Foundation were surveyed by email or phone. In addition, a phone interview was conducted with Kate Frykberg, Christina Howard and Seumas Fantham of the Todd Foundation.



## Findings

### Targeting of fund

Based on initial research commissioned on post-earthquake needs ([tinyurl.com/kjktfh8](http://tinyurl.com/kjktfh8)) the Todd Foundation agreed on two priority areas they wished to support – engaging communities and supporting NGO sector recovery (see Appendix 1 for full criteria). A ‘working’ summary of these priorities was used by the Project Manager and TFERF Committee to assist with considering applications. The degree to which the committee applied the criteria varied. However, it was a consistent requirement that the project for which funding was sought directly related to earthquake consequences.

The priorities and summarised interpretation of the criteria are as follows:

### Engaging communities

<b>Engaging communities</b>	<ul style="list-style-type: none"><li>⇒ Strongly community focused (e.g. neighbourhood)</li><li>⇒ How engages with community</li><li>⇒ Results in long term growth of community</li><li>⇒ Leads to community cohesiveness (e.g. acknowledge diversity; Inclusive or targeted)</li><li>⇒ Who will benefit</li><li>⇒ Meeting post-earthquake need that improves community wellbeing/morale/life quality</li><li>⇒ Evidence of long term commitment of applicant</li><li>⇒ Evidence of tasks leading to outcomes</li></ul>
<b>Helps community participate in recovery</b>	<ul style="list-style-type: none"><li>⇒ Enables geographic or interest communities engage in recovery process</li></ul>
<b>Ensure marginalised or minority voices heard</b>	<ul style="list-style-type: none"><li>⇒ How it enables marginalised or minority groups to be heard and participate</li></ul>

### NGO recovery

<b>Resourcing</b>	<ul style="list-style-type: none"><li>⇒ Practical support needed to recover</li><li>⇒ Support needed for shared solutions (e.g. shared facilities/resources)</li><li>⇒ Collaborating with other relevant agencies</li></ul>
<b>Recovery strategies</b>	<ul style="list-style-type: none"><li>⇒ Is recovery plan needed</li><li>⇒ Is NGO restructuring, relocating, or reviewing strategic plans</li><li>⇒ Will other NGO’s be consulted in the recovery strategy development</li></ul>

Successful applications were reviewed to see how closely they fitted within the established criteria. A degree of subjectivity exists in this categorisation due to the broadness of the criteria and, in some cases, as applications crossed a number of the criteria.

The vast majority of approved grants were clearly within the criteria - however the criteria were very broad. Many grants appear to match the Foundation's wish to support a “*post-earthquake need that improves community wellbeing/morale/life quality*” but failed to fit the stated desire of the

committee to support those applications which were “*Strongly community focused (e.g. neighbourhood)*”.

The criteria best suited to NGO’s in recovery, appears to be “*Practical support needed to recover*”. Many NGO’s needed assistance with increased rent and others with salaries as staffing situations dramatically changed.

A number of grants went towards part funding of various projects, meeting a mix of ongoing needs and to some extent, post-earthquake related issues. It became more challenging to differentiate between these over time.

While it appears the vast majority of applications clearly fitted one or more of the criteria, there were arguable exceptions which tended to fall outside the principles of engaging communities or NGO recovery.

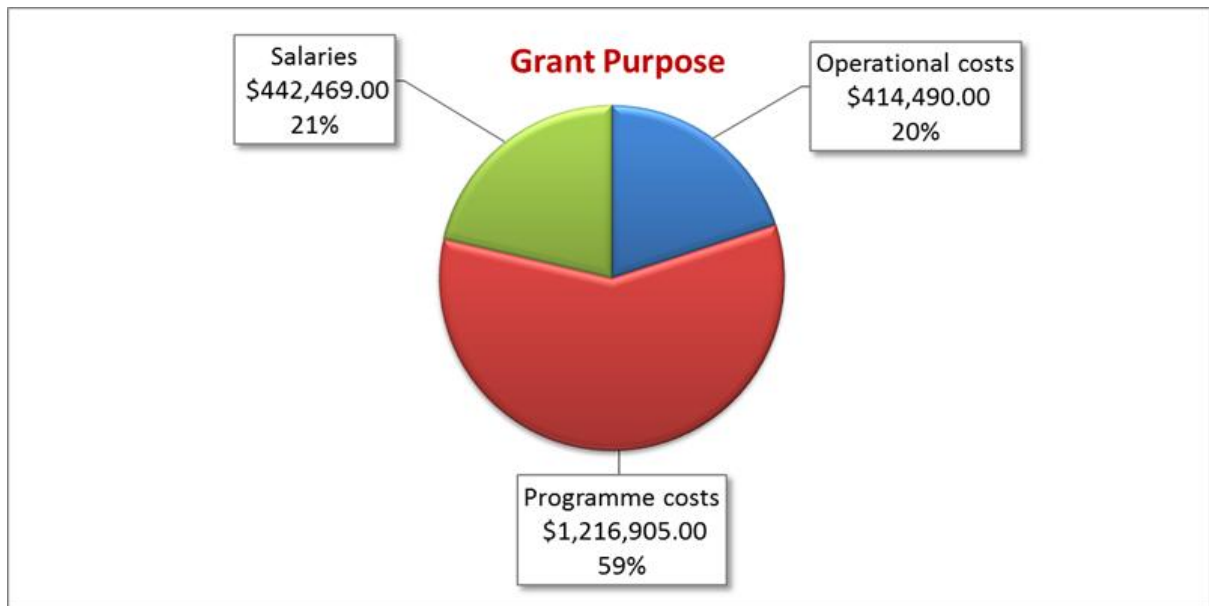
Examples of these were shared with the committee and Todd Foundation staff. The committee believes the fund was well targeted overall (see further comments on page 12). Their comments included:

- ⇒ The Foundation did not want the criteria to act as a constraint
- ⇒ The criteria allowed the committee flexibility with room for members’ passions
- ⇒ The criteria reflected the Foundation's core strengths – it is important in a crisis to work to these but adapt them
- ⇒ “I think our fund went a long way because it helped people who helped others. The criteria enabled us to distinguish between communities that needed help because of the earthquake and those who just needed help”
- ⇒ “It was all about backing people, not criteria. Not a box-ticking exercise”
- ⇒ “While the needs became broader as time went on the number and quality of applications ... indicate real need in those targeted areas.”
- ⇒ “Most of the exceptions (*from the criteria*) appear to have been made for a good reason”
- ⇒ “Distinguishing between EQ recovery-related and on-going needs was always going to be tough ...”
- ⇒ “In the main it hit the target well”

Todd Foundation staff noted the ‘whole project has been a learning process’ and that some of the decisions indicate a review of the criteria may have been warranted over time. It became increasingly difficult to distinguish between what was directly an earthquake consequence or simply “business-as-usual” with earthquake needs layered on top. Increased demand and complexity of work confronting NGOs could have been added to the criteria to acknowledge this.

### Focus of grants

To identify the focus of grants made by the TFERF all approved grants have been retrospectively categorised by their purpose and what the grant was targeting. The following charts illustrate the results.



The committee intended that the bulk of grants would support programmes, which has in fact been the case. Operational costs mainly fall under the “NGO Recovery” criteria and these enabled many groups to continue functioning at a time when their services were essential.

Grants for salaries were used for many purposes. Examples include:

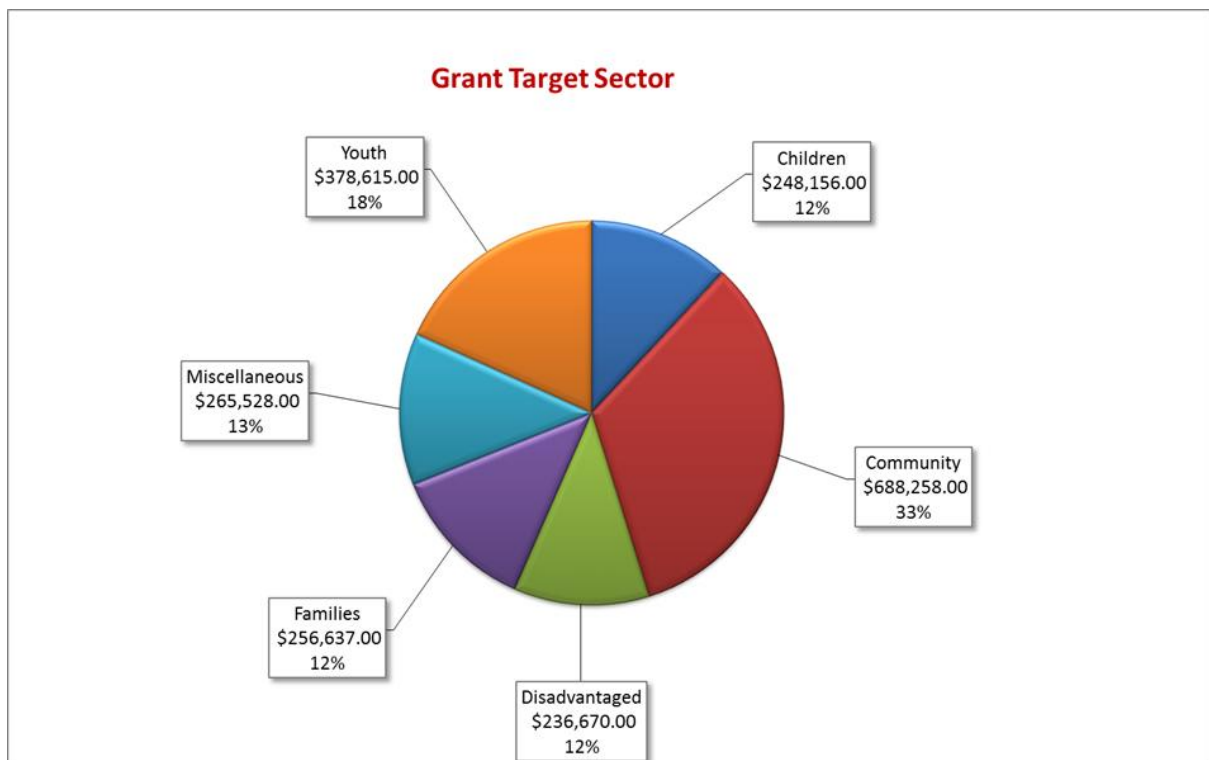
- ⇒ Assistance for previously volunteer only groups to expand their services by engaging temporary, part-time staff
- ⇒ Establishment of new services to respond to earthquake created needs

Operational costs included:

- ⇒ Rent assistance when relocation resulted in increased rental
- ⇒ Relocation costs due to loss of office facilities
- ⇒ Temporary storage
- ⇒ Establishment of a mobile service due to spread of clients and loss of office
- ⇒ Printing costs (e.g. local information brochures for people relocating into new communities)

The range of programmes that received grants is broad and includes:

- ⇒ Children’s events and activity programmes
- ⇒ Resilience workshops and resources
- ⇒ Volunteer recruitment to replace those who had to pull out to meet their own needs or as they relocated their homes
- ⇒ Support for gathering places for elderly to connect and reduce isolation
- ⇒ Responding to a spike in domestic violence



In defining what the grants were targeting, the primary purpose of each successful application was used, a number being for multiple purposes. Groups supporting elderly, Maori, Pacific people, other ethnicities and grants to support the costs of bringing earthquake recovery funders to quarterly meetings in Christchurch, are included under “Miscellaneous”, reflecting the small number of grants made.

### Purpose and criteria

Applicants were asked if the TFERF purpose and criteria were clear. Of these 93.7% answered ‘Yes’ with typical comments being that:

- ⇒ “The information had clear guidelines and stipulated the purpose of the funding”
- ⇒ “Criteria clear and good support available from Bede (Project Manager)”
- ⇒ “The process was clear and not too demanding, but still felt conscientious.”
- ⇒ “Broad criteria were helpful.”

### Comments

The criteria enabled the committee to act within a broad scope of needs provided applications clearly responded to an earthquake caused need. This breadth is reflected in the target areas shown above, which indicates the fund was well used to support a wide range of social needs in the community. Further analysis of the grants could identify outcomes achieved by grant recipients but this is not the focus of this review.

The criteria enabled the committee to act flexibly and focus on requests for short-term - immediate needs at that time. During the lifetime of the fund, it would have been beneficial to have had periodic review dates to ensure the criteria remained appropriate, and to address the issue of how to respond to already existing (pre-earthquakes) needs overlaid with additional post earthquakes ones.

## How well the fund met its purpose

### Relationship between Todd and Tindall Foundations

The Foundation established a key relationship with The Tindall Foundation (TTF). Dave Richards, TTF Projects and Strategy Manager, described the immediate post-earthquake period as a time when neither foundation knew precisely what to do and looked to the other for support and guidance on how to respond. He noted concern at the limited resources the two foundations could commit and that while TTF had locally based fund managers (who administer grants of up to \$10,000 for local organisations within TTF fund criteria), and some members of the Todd family were Christchurch-based, both wanted more of a local presence. Although keen to act quickly, they wanted to take these early steps in an informed manner. This led to the joint contracting of a local Project Manager, Bede Martin of Interact Canterbury.

Key to their shared response was that the foundations already had an existing relationship. While each worked differently, there were commonalities and they were interested in sharing information and shoulder-tapping joint funding opportunities. While only one major joint project eventuated (the funding of an organisation representing Christchurch residents, CanCERN), there was a level of partnership with many other grants. Dave said the relationship was as formal as they wanted it to be, relative to their resources and need for information sharing.

Dave believes the strengths of this approach were:

- ⇒ Coordination of joint funding
- ⇒ A complementary focus
- ⇒ Taking leadership in working together and publicising this to other funders, NGO's and government departments.

Its weaknesses were:

- ⇒ As TTF was taking a longer view with its recovery funding, its priority for the Project Manager role was to provide TTF with informed strategic advice, rather than donations management. As a result, some TTF applicants were less clear about the TTF response while they better understood Todd Foundation's dedicated Earthquake Fund mechanism, and assumed TTF's was similar
- ⇒ In addition to the information coming from the Project Manager there could have been greater sharing of information directly between both organisations

Todd Foundation staff saw the main benefit of the joint relationship as the ability to bounce ideas off each other. From their point of view the decision to employ a locally based Project Manager was based on the desire to have the fund run by Christchurch for Christchurch. The desire to work with TTF was based on maximising collaboration and minimising overhead costs. Discussion of weaknesses in the arrangement identified that:

- ⇒ The relationship was not leveraged as much as it could have been e.g. together they could have explored greater ways of sharing funding of major recipients such as CanCERN
- ⇒ It may have been worth considering a joint fund (similar to the Working Together More Fund) for Christchurch with funder representatives acting as decision-makers. This model was used in

Australia after their bush fires disaster and was suggested at Canterbury Funders Forums but not progressed

- ⇒ More information about TTF grants going into Christchurch and regular joint meetings to review the overall joint approach, perhaps 6 monthly, would have been beneficial. The Project Manager noted this too as he found it difficult to identify TTF grants being made in Canterbury.

TFERF committee members were more distant from the relationship between the two foundations than staff and the Project Manager but noted that the close relationship with TTF:

- ⇒ Avoided duplication and enabled work on a number of projects collaboratively with both foundations moving in same direction
- ⇒ Filled gaps not met by the other yet, while collaborative, were also independent
- ⇒ Shared resources – Project Manager, operational expenses, grants– and provided “information from a person working in the community having real conversations with applicants”
- ⇒ Made for a smooth transition from the end of the TFERF distribution to the beginning of the Tindall Fund distribution (*NOTE: this understanding of a transition is based on the TFERF being a short-term fund while TTF’s response has a medium to long-term focus. There was in fact no planned or actual transition from the TFERF to TTF*)
- ⇒ Likely further strengthened an already good relationship between the foundations and modelled collaboration
- ⇒ There was a very good working relationship, “greatly aided by (if not totally dependent on) the Project Manager contract. It is hard to think of specific outcomes, other than joint funding, which made some projects viable that otherwise wouldn’t have been. Presume there were also efficiency gains with a centralised application assessment process, plus avoidance of stepping on each other’s toes!”

### Application process

The TFERF wanted the application process to be simple. Applicants were offered the opportunity to comment on the on line application process at the time they applied. Of these applicants, 114 took up the offer with comments indicating a high degree of satisfaction with it.

Comments about the on-line application indicated that:

- ⇒ The ability to save a partially completed application was highly appreciated
- ⇒ The application process was extremely user-friendly and straight-forward, the ‘best ever’ for a number of experienced fund applicants
- ⇒ A word count running total would have been of value as would an in-built spell-check (*NOTE: a running total feature is now available in the latest database upgrade*)

Other aspects of the application process drew a range of comments in the applicants’ survey, mostly praising the process and commenting on some areas of difficulty or frustration. A range of views is recorded below:

- ⇒ Access to the Project Manager during the process was appreciated by some, particularly where the level of computer literacy was limited
- ⇒ “Was far superior to others we approached for support”

Some improvements were suggested, such as:

- ⇒ “Quicker payment”
- ⇒ Less prescriptive criteria and less strict application of the criteria
- ⇒ Some had difficulty with the budget section (understanding how to show their figures)
- ⇒ Some wanted to attach additional information but had to send this separately
- ⇒ Application forms needed more space for answers and an opportunity to attach information
- ⇒ A ‘staged fund’ would have been of greater value as nobody knew how long the recovery would take - another noted this also, but acknowledged the fund was not a “bottomless pit”
- ⇒ “Ability to talk to someone about applicant’s ideas would assist” (*contact details were evident on the website prior to entering the application form - some obviously missed this*)

### Suitability of fund purpose

TFERF committee members supported the flexibility given them by the criteria and the regularity of meetings (mostly monthly). They also noted:

- ⇒ The size of the fund made its use most appropriate to meeting immediate needs
- ⇒ “The criteria allowed the committee to do the right thing – pay out the fund in 2 years; help people, not bricks and mortar”
- ⇒ “I probably wouldn’t change the criteria but would shift more focus to proactively seeking out the greatest needs/areas we could make a difference in”
- ⇒ Disappointment at the amount paid out on rent subsidies, “though rents were an unfortunate reality”
- ⇒ “Existing groups got support and community led initiatives were not as many as hoped for”
- ⇒ “It went a lot further than I would have expected”
- ⇒ “The main gap with expectations was around us taking a more proactive approach, and identifying areas of greatest need (rather than primarily waiting for applicants to come to us), and in that way also looking for greater synergies between different activities/organisations supported – so that the whole was greater than merely the sum of the parts. Otherwise there is a risk that an overall fairly limited amount of funding is dissipated in a shopping list of small, unrelated initiatives.”

### Funder effectiveness

When surveyed, applicants made many comments about how funders, in general, could have been more effective. Common to these were:

- ⇒ A significant need for funders to work together to provide up to date information on funds available and how to access them
- ⇒ Better coordination by funders so they are aware of funding gaps
- ⇒ Benefits of timely decision-making

- ⇒ Need for funders to be 'in touch' with the community and understand needs from 'on the ground'
- ⇒ Funders' in general understanding the need for flexibility in their criteria

## Comments

The decision by both foundations to work together was driven by a mutual desire for the response to be Christchurch-lead and collaborative as well a pragmatic desire to share ideas for how best to approach the disaster and to minimise overhead costs.

Their recognition of the need to have someone on the ground put them ahead of many other funders. It provided a direct, two-way information flow, opportunity for joint actions, positive modelling and a much needed human 'shop front' for applicants. There was some confusion in the community resulting from two funders with different systems and focuses operating under a single Project Manager that indicates the need for better explanation of the approach to community groups.

Opportunities for the TFERF Chair, staff of each Foundation, and Project Manager to discuss the approach being taken key touch points would have resulted in greater benefits and strategic thinking between the foundations and further enhanced the combined approach. The reality of the relationship was largely in the joint contracting of the Project Manager. Each Foundation delivered its own, different, response to the earthquakes so was not a full collaboration. This was probably one reason why potential for working together more strategically was not fully realised.

Applicants were strongly supportive of the TFERF process although various suggested improvements were recorded.

Funders in general need to note comments about their effectiveness, such as creating a dedicated presence in Canterbury to help ensure a deeper and more accurate understanding of needs. Funders who trust their existing grantees could have brought greater benefits to the community more quickly in the early stages of the emergency – while more cohesive ways of informing the community of available funds, including to ethnic communities and groups, need to be explored to ensure greater awareness.



## Strengths and weaknesses of the fund

Earlier sections of this report include some comments on the fund's strengths and weaknesses. This section considers the effectiveness of the TFERF committee, the role of the Project Manager, and miscellaneous feedback not included elsewhere.

### Committee effectiveness

Committee members and Todd Foundation staff were asked to comment on how, in any future such disaster, the committee could operate more effectively.

Meeting preparation and documentation, the meeting process and efficiency, local perspectives from those resident in Christchurch, and the diversity of membership and opinions were all noted positively. Comments included:

- ⇒ Chair did a fine job with everyone having a say and meetings kept short
- ⇒ Good Project Manager work with papers on time
- ⇒ Great having Garth and Helena's local perspective balanced by wider views of the others
- ⇒ The committee worked well with diverse composition and relied heavily on the Project Manager
- ⇒ Committee achieved and debated well. The Project Manager could take a greater part in the debates, like a CE would with a board, while taking care to not railroad the committee
- ⇒ Very effective. The broad spectrum of Christchurch based members and Project Manager provided a wide range of local knowledge to decision-making.

Suggested enhancements included:

- ⇒ Allocation of dedicated funds for agreed areas of need for the Project Manager to scope and shoulder tap applicants
- ⇒ Skype conference calling "needs a bit of work as it was frustrating being in Auckland and unable to hear clearly"
- ⇒ Towards the end a rating system (as used by the Working Together More Fund) was used which was seen by some as effective and efficient
- ⇒ Usually the technology (Skype) worked reasonably well but it would be helpful to meet face to face
- ⇒ "Generally ... the processing of applications worked fine. Although there were some hiccups with technology, we managed to work around most of these and I don't think it had any detrimental effect on our overall outcomes as a group. Though ... perhaps we should have had more discussion as a committee about overall strategy (there was little discussion of this after the two main priorities were agreed). As a result the 'strategy' lapsed into being little more than criteria for assessing applications (which is probably the approach that most of us are more familiar with, anyway)"
- ⇒ Although it was critical to have committee members with an 'action focus', some reflection on the *types* of grants being approved may have been valuable
- ⇒ Of value could have been "face-to-face meetings to help committee members and the Project Manager communicate more deeply."

## Role of Project Manager

Comments about the critical importance of such a role have appeared elsewhere in the report. In discussions with Todd Foundation staff it was noted that early clarification of the role in relation to working within the Foundation’s framework, and with the TFERF Committee, may have strengthened initial participation. This would include:

- ⇒ Understanding the Foundation’s underpinning values, philosophy and ways of working
- ⇒ More in-depth training in Smartygrants, the online Grant Management system used by the Foundation
- ⇒ Improved understanding of the Foundation’s IT systems, structure, and use of Excel

The role of the Project Manager evolved over time and regular (say six-monthly) meetings with staff would have ensured the efficient use of office systems and software developed at pace. The Project Manager notes that changes, such as picking up the work of monitoring grantee reports and so on, would then have been simpler and handled with greater efficiency and he would have benefited from structured reviewing of the TFERF progress with staff who had a background in grant-making.

Todd Foundation staff commented that if they and the Project Manager had spent more time together this would have been beneficial and helped the Project Manager better understand the relationship with the Foundation Board, Foundations systems etc and provided an opportunity to reflect on progress.

## Applicants’ views

A total of 76 survey participants responded to the question about the fund’s greatest strengths. The following table records the themes (and the number of respondents who selected this theme) and a sample of comments.

Themes	Number	Comments
<b>Timeliness; immediacy</b>	34	⇒ “Timeliness, fairness, sensitivity to peoples’ plights”
<b>Clarity of process and criteria</b>	27	⇒ Open questions allowed further explanation ⇒ “Accessible and creative in its ability to respond to a variety of community needs”
<b>Ease of use of fund systems</b>	19	⇒ Multi-year funding was appreciated ⇒ Ability to save and return to complete the application form
<b>Access to Project Manager</b>	16	⇒ “Ease of communication with Bede Martin who was always clear and helpful” ⇒ “Bede was pretty awesome to deal with” ⇒ “Local person with local knowledge to discuss with and who actually came and presented to us and met us to understand our services and situation” ⇒ “Responsiveness to local needs and having staff there to hear what was needed on the ground.”
<b>Flexibility</b>	8	⇒ Good that the fund was willing to look beyond the

		<p>immediate crisis and consider applications for rebuilding communities and neighbourhoods</p> <p>⇒ “Broadness of criteria – many (<i>other funds</i>) too narrow or too specific.”</p>
<b>Quality of communications</b>	5	<p>⇒ The high trust approach was valued</p> <p>⇒ “You believed what our organisation was doing and acted quickly”</p> <p>⇒ “It encouraged local communities to come together to explore ways of rebuilding the health and wellbeing of the people. It brought about greater collaboration and vision”</p>

When asked to identify three things they believed could have made the fund more effective, a total of 63 responded. Comments on the process and criteria have been included elsewhere in this report so are not repeated here. Further comments were made in relation to the size of the fund and aspects of fund-related communication. Indicative of these comments were:

#### Fund size and communication

- ⇒ “The aftermath of the earthquakes is far from over and the social impact needs to be addressed.”
- ⇒ “More money but understand and appreciate the restrictions”
- ⇒ “Have people on the ground visiting projects”
- ⇒ “Publicity maybe? Not everyone knew about it.”
- ⇒ “More proactive identifying of needs and offering help to specific communities in consultation with them”
- ⇒ “Visit people to establish needs, help with applying with applications, follow up visits to establish outcome of funding”
- ⇒ “Greater promotion to non-English speaking background clients”
- ⇒ “Better networking with community groups – contact as many local organisations as possible”

In answer to this question, many could only find complimentary things to say:

- ⇒ “Got the balance right”
- ⇒ “Same approach (in future) – it worked well”
- ⇒ “Fine as is”
- ⇒ “I can’t think of anything, and I often do, so you guys must have done a pretty good job”

Finally, respondents were asked for any other comments they would like to make about the fund or disaster funding in general and 63 commented.

The vast majority (48) took the opportunity to express appreciation for the fund. These generally reflect positive comments covered elsewhere in the report and indicate that overall, the Todd Foundation response is viewed positively.

A number of suggestions and concerns were voiced. Of note are:

- ⇒ “Funding needs to focus more on planned outcomes and less on the traditional processes. This was a disaster without parallel in NZ and needs rebuild solutions that do not fit past models. The social infrastructure needs rebuilding as much as the physical infrastructure does”
- ⇒ “Only to say that the rebuild and recovery process is slow, and for some of us has led to an increase in demand that will only continue to give us a new operational ‘norm’ – finding ongoing funding for a higher base operational cost is extremely difficult as more and more funders are ‘one-off’ and prefer to fund new business/projects rather than sustain ongoing business”
- ⇒ “In a perfect world it (the Todd fund) would have continued as, though it assisted with the immediate need, there is an ongoing need which has evolved as a consequence of the social disruption ... which will take more than two years to heal. However now when we need it even more the funds are drying up”
- ⇒ “Perhaps being more holistic in the approach as to who should have funding support. All aspects of community living are important to the recovery healing process”
- ⇒ “Disaster funding has channelled some funds away from other projects. I would have preferred if disaster funding came entirely out of additional income (such as extra appeals, including going overseas) rather than taking it out of an existing budget. It has been a bit of a gravy train for some, while other very important ongoing services have suffered somewhat” (*NOTE: the Todd earthquake fund was additional to its overall grant programme and no reduction to other funding streams was made.*)
- ⇒ “If anything we would like to have had a little more communication from them (the Todd Foundation) that they were satisfied we were being responsible with what they had entrusted us with. We appreciate that they left us alone to get on and do what we were aiming to do, but communication beyond receiving the grant was virtually nil”
- ⇒ “To me it seems that many groups who had been completely devastated by the earthquakes were not capable to apply for funds. Somehow these groups needed to be found and supported”

## Comments

While the TFERF committee worked well, some suggestions to enhance any future such structure are made. A more strategic approach with supporting processes is needed in which the committee considers areas it wishes to target. This might include setting aside a portion of the fund for specific target projects or needs and having the Project Manager search out services working in the targeted areas. The technology used to bring committee members together from up to three different locations (Skype) caused a degree of frustration and face-to-face meetings would have been preferable, not only for ease of communicating but also to enable more in-depth discussions on strategic direction and targeting of the fund. However the cost of regular face-to-face meetings would have been significant.

Closer links between the Project Manager and Todd Foundation staff, especially in the earlier days of the role, could have led to greater efficiencies. The expertise of staff in grant-making and systems was not fully utilised, and training for the Project Manager was sporadic.

Applicants viewed this fund very positively, in particular its timeliness (on average it took 32 days from application to decision) and clarity of process and criteria. The level of trust the Foundation showed grantees, the presence of the Project Manager in Canterbury, and the fund’s responsiveness were all noted. Of concern to some was confusion about the fund’s cessation when high level needs

continue, and the need for a more proactive approach that ensured ethnic, Maori and Pacifica groups were also aware of the fund, and those not capable of applying being offered support and assistance.

The ongoing needs of Canterbury when the fund ceased is mentioned by a number and raises the need for a transition process. This could involve a meeting with grant recipients to discuss their ongoing situations and needs as the fund nears its end and details of this being recorded and shared with all earthquake recovery funders.

## Response to future disasters

The need to prepare for further major disasters is warranted. New Zealand is geologically and geographically at risk from major natural disasters and forecasters have already predicted a major earthquake within the next 50 years, situated in the fault line running through the Southern Alps and potentially impacting on large areas of the South Island and even further north.

A limited amount of secondary research on planning for a future disaster was carried out (see Appendix 2 for a list of the sources). In addition those surveyed were asked how any future response to a disaster of this kind might be responded to.

There is merit in commissioning a comprehensive literature review of international philanthropic responses to disasters. The following comments, based on the listed sources and survey comments, suggest how funders might respond to a future regional disaster in New Zealand.

## Issues to be considered by the Todd Foundation in any disaster response

Survey respondents suggested that, in responding to a disaster, consideration is given to:

- ⇒ Having a team of locally based people involved in grant decision-making; limiting non-local involvement to avoid communication difficulties
- ⇒ Repeating the model of a dedicated fund and Project Manager and appointing the latter as soon as possible after the disaster
- ⇒ Holding earlier and more in-depth discussions (including fund decision-makers) on respective strategies of participating foundations, and ongoing strategic discussions as the situation changes
- ⇒ Considering micro-granting to get money to smaller, neighbourhood level groups - e.g. families working in their own street
- ⇒ Ensuring access to the most vulnerable groups, including Maori/Pacific, so they can have input and avoid better positioned groups dominating
- ⇒ Targeting portions of the fund and having the Project Manager actively encourage applicants
- ⇒ Monitoring the unfolding of the crisis to identify when to move from quick turnaround grants to other funding streams.
- ⇒ Building in review points to see if funds are working as intended
- ⇒ Considering the best methods of communications – between funders and potential applicants

## Preparation for grant making in a disaster

The development of broad disaster response strategies by funders is an ideal step. While planning is essential, a key caution is to avoid becoming bogged down. Strategic level preparation is most appropriate. The earthquakes which began in September 2010, exploded in February 2011, and then continued for many months, left funders wondering how to respond. While their responses have generally been effective, the disaster has been educational, providing an opportunity to capture this knowledge and use it to prepare for future significant disasters.

One suggestion is that funders with similar focuses collaborate and plan together to develop a “Civil Defence of Philanthropy” model, perhaps with Philanthropy New Zealand (PNZ) having a role.

## A good place to start preparing

Along with the suggestions made in this report the document, *Disaster Grantmaking: A Practical Guide for Foundations and Corporations*, while European in origin, provides a good place to begin addressing the need to prepare. As an interim it provides a useful “ready-made” tool until further work is carried out within a New Zealand context. Available on the web it can be found at [tinyurl.com/lp9z977](http://tinyurl.com/lp9z977)

Its *Eight Principles of Good Disaster Management* provide a solid base for a response. They are:

1. Do no harm.
2. Stop, look and listen before taking action.
3. Don't act in isolation.
4. Think beyond the immediate crisis to the long term.
5. Bear in mind the expertise of local organizations.
6. Find out how prospective grantees operate.
7. Be accountable to those you are trying to help.
8. Communicate your work widely and use it as an educational tool.

## Canterbury situation

In responding to the continuing unfolding disaster consequences in Canterbury, some issues need to be resolved. There is a need for:

- ⇒ Agreed methods for ongoing assessment and sharing of data from fragmented sources about needs and gaps in funding
- ⇒ Improved sharing of grant decisions among funders and agreement on how to ensure funders' energies remain focused on the recovery
- ⇒ Sharing among funders their current and future planned responses to the ongoing recovery in Canterbury and opportunities for great collaboration and partnerships over the long term
- ⇒ Consideration of a fund structure that allows for cooperation and flexibility

## Philanthropic/Corporate mix

The scale of the Canterbury recovery continues to unfold and the amount of money needed has reached figures unintelligible to most people. While perhaps more an American cultural response, there seems to be room and opportunity for greater collaboration between foundations, their parent corporations and other corporations. The business connections between the corporations involved in philanthropy open this opportunity relatively easily.

Such an initiative could lead, for example, to corporations not involved in philanthropy through their own foundation to contribute to funds of those that are. Applicants to the TFERF have made a number of comments about the end of the fund at a time of ongoing need. Contributions from a wider corporate group may well have significantly extended the life of the fund.

## Role for funding advocacy

In a disaster there is a risk the gap between rich and poor, and the vulnerable and powerful, will widen. As seen in Canterbury the response of government has tended to be centralist, impacting negatively on the ability of communities to rebuild themselves. This can add stress and frustration

for local people. Some grants to groups in Canterbury have strengthened the community response and some, such as grants to CanCERN, have supported community level advocacy. Support for advocates has the potential, at least in part, to redress the power imbalance between centralist and local responses. In a future disaster it would be useful if the place of advocacy was clearly addressed by foundations and the corporations behind them. Some of the literature and one PNZ 2013 Conference speaker, Kevin Murphy, support a role for funders in direct advocacy. Key aspects of this are:

- ⇒ Once funders gain awareness of the issues in a disaster they have information to advocate for change
- ⇒ This can be by direct efforts to influence government and local authority policies (with active support from influential business leaders such as those behind both the Todd and Tindall Foundations) or by supporting grants to build the capability and support programmes of NGO groups to advocate
- ⇒ Foundations and their 'parent' corporations have the independence to challenge, which places them in a privileged position
- ⇒ Family foundations were often established because of a desire to make a real difference. An advocacy role delivers on the principles upon which they are based.

## Comments

A significant part of this review is about suggesting a response to future regional disasters. In light of New Zealand's potential for natural disasters such preparation is warranted. Suggestions include the need for an interim pre-disaster plan which involves all interested funders. The response will need to include:

- ⇒ The opportunity for funders to access regional knowledge held by their existing grantees and use these known organisations to assist with an initial response to a disaster
- ⇒ Building on existing, and developing new, relationships with other funders with potential for cooperative, collaborative or partnership responses
- ⇒ Working to each funder's own strengths
- ⇒ Ensuring a genuine presence in the effected disaster zone
- ⇒ A simple process for developing a strategic response over the duration of the recovery period
- ⇒ Considering a role for advocacy by corporations which support foundations and encouragement of other corporations to add to the funding pool

An initial interim readiness approach as suggested will need to be followed up with a more considered, long-term funders' response plan based on what works, what has been learnt from the Canterbury experience, and an extensive literature review in the area of disaster grant making.

To avoid the need to start from the beginning, the following actions could be taken:

- ⇒ Grant-makers to agree in advance (and regularly recommit to) who they will partner with in a significant disaster and what forms these partnerships will take



- ⇒ Each funder to have in place a contingency plan for a disaster response and make this known to a central entity (such as PNZ) to oversee and ensure adequate structures and processes exist for overall implementation of a strategy
- ⇒ Consideration to be given to the merits of setting up a “Working Together More” type fund with multiple contributors but a single application process
- ⇒ Have on hand a range of methods for urgently assessing needs accurately and in a timely manner. Funders have relationships with each other, with “on the ground” grantees and government agencies which can be identified quickly and, dependent on their relevance to a particular type of disaster, can guide philanthropic responses and provide immediate disaster responses
- ⇒ Agreed monitoring and accountability methods could flow from this that are appropriate and mutually helpful, building on the identification of needs rather than being merely onerous reporting requirements
- ⇒ From these strategies and relationships the establishment of a collaborative approach to coordination of funding could evolve
- ⇒ As mentioned in the introduction to this section there is merit in a wider literature review to improve understanding of how best to respond to the various stages of a disaster. As this could take some time an interim approach based on the above points is necessary with ongoing earthquake risks facing New Zealand (see also the section above “*A good place to start*”)

Important too is the need to continue supporting the Canterbury recovery. Suggested actions are to:

- ⇒ Share details of grants made to Canterbury
- ⇒ Discuss funding gaps and how to fill them
- ⇒ Make a long-term commitment to meet Canterbury’s unique needs
- ⇒ Listen to and engage with local NGOs
- ⇒ Share each funders plans for the region
- ⇒ Form partnerships where these benefit Canterbury
- ⇒ Discuss options for a WTMF type fund specifically for Canterbury

It is not too late for funders to address these issues and enhance their ongoing response to the ongoing disaster recovery.

Finally, the opportunity for corporations to motivate each other has the potential to influence recovery policies of government and local authorities and increase levels of funding while needs remain high.

## Conclusions

The Todd Foundation is to be commended for seeking a “warts and all” evaluation of its first ever response to a disaster of the scale which hit Canterbury. The evaluation focused on the targeting of the fund, how well it met its purpose, its strengths and weaknesses, and how any future disaster of this magnitude might be responded to.

Flexibility of the fund’s criteria allowed the decision-making committee to consider and support a wide variety of services. This enabled them to make grants based on new and emerging needs developing over time in what was a lengthy disaster period, although the report notes that a more strategic response to developing needs was warranted.

The joint response to the disaster by the Todd and Tindall Foundations who together contracted a Project Manager based in Christchurch, positioned the Todd Earthquake Recovery Fund Committee closely to the situation unfolding in Canterbury. While no record of shared grants was kept (where both foundations jointly supported a funding application) there were a number. The major shared grant was to CanCERN, which represents the interests of resident’s groups. The development of more significant joint grants did not take place and it is acknowledged that a more collaborative approach over the duration of the fund would have advanced a greater level of strategic responsiveness.

Overall the Todd Foundation fund has been valued for timely decision-making, its easy to use systems and clarity of its criteria.

Grant-makers in general will note the need for better collaboration to keep the effected community informed of available grants and assist groups to access these. Identification of funding gaps would allow grant-makers to refocus grants to ensure essential needs were being met. This would enable minority groups and those struggling to carry out fundraising activities to be identified and supported. Suggested use by funders of their existing grantees – to improve understanding of community needs and facilitate quick and responsive grants in the early stages of an emergency – makes good sense.

The need for funders to work strategically as a whole is clear. While elements of strategy occurred some were more effective than others and overall there has not been evidence of effective, continuing cohesiveness in the philanthropic response in Canterbury. Critical to an effective response is a funder presence within the disaster zone, working with community groups to understand how best to respond and keep the community informed of available grants. The Todd and Tindall approach to share the costs of a Canterbury presence provides a model to others.

A significant purpose of this report is to identify and suggest how the Todd Foundation and other interested funders might respond to future disasters of this magnitude. The need to retain what has been learned from the Canterbury experience is important in light of New Zealand’s vulnerability to significant natural disasters.

Because of the need for more research of disaster responses around the world a two-step response is indicated. An interim strategy could be put in place reasonably quickly, with possibly the Canterbury Funders Forum (facilitated by Philanthropy New Zealand) providing the opportunity to pull this together and Philanthropy NZ might provide ongoing support to ensure agreement is

reached. The forum also provides an opportunity for existing earthquake recovery funders to evaluate their ongoing response to the Canterbury disaster and how they might work more strategically. This report has identified concerns of groups in Canterbury about continued high demand and needs and limited grant opportunities. A combined grant-makers' response to this would be of immense value, even at this stage.

In the longer term a more considered philanthropic disaster response strategy could be developed, based on the experience gained from Canterbury, the strengths of the interim planned strategy, and an international literature review. There is an obvious role for Philanthropy NZ here too. Key to any strategy developed is that the response needs to be broad in its approach, based on relationships between funders, and simple. Avoidance of 'paralysis by analysis' is important as is an approach that allows for varied types of disaster, regional variations and clarity.

Finally, support for advocacy in disaster situations is encouraged. Advocacy at two levels is suggested.

- ⇒ Funder support for community groups advocating for their communities, therefore allowing the 'local voice' to be heard, acting in part as a counter-balance to a centralised disaster response, and
- ⇒ Advocacy by corporations which have established grant-making foundations (such as the Todd and Tindall Foundations) which would:
  1. Represent community concerns identified by their foundation staff, and using their position in the corporate world, attempt to influence policy makers in central and local government
  2. Seek to influence corporations that do not have a grant-making foundation to contribute financially to the disaster funds of those that do

In the latter any approach for funds would need to take into consideration the context of the disaster situation. For example, in the early stages of the Christchurch disaster it may have made sense to encourage contributions to the Canterbury Earthquake Appeal Trust. As time passed and needs clarified it may have become appropriate to encourage grants to other funding pools, such as the Todd Foundation Earthquake Recovery Fund.

The recommendations that follow are designed to advance actions suggested in this report. While primarily written for the Todd Foundation this report is also of value to all grant-makers interested in responding to disasters in New Zealand.

## Recommendations

It is recommended that:

The Todd Foundation:

1. Clearly communicate any current plans for ongoing support of the Canterbury disaster recovery
2. Approach other Corporations to financially support ongoing social recovery initiatives in Canterbury, either by contributing to the Canterbury Earthquake Appeal Trust or to funders who are open to accepting external donations for their earthquake funds

It is also recommended that in any future disaster response the Todd Foundation

3. Consider a role for corporate lobbying of government and local authority about policies identified by Foundation staff as hindering recovery initiatives
4. Replicate the key elements of the TFERF model that worked best, retaining:
  - The leveraging of Todd Corporation, Todd family and Todd staff donations so that disaster funding is in addition to normal funding
  - Broad and flexible criteria
  - Quick and simple processing of applications
  - The engagement of a Project Manager based within the disaster area to work with a decision-making committee consisting mostly of residents from the area

It is recommended the Foundation consider the following options for improving their model:

- Ensure community awareness of the particular responses of each Foundation which jointly engage the Project Manager
- Set review dates to adjust the focus of funding to meet evolving needs
- Consider more proactive targeting of specific needs
- Ensure committee meeting technology (e.g. Skype) enables full and problem-free participation of all committee members
- Develop a transition strategy as the fund nears its end

Some recommendations in this report may be more appropriate for consideration by Philanthropy New Zealand (PNZ) or the Funding Information Service (FIS), and it is recommended that:

5. PNZ be asked to encourage grant-makers currently involved in the Canterbury recovery to share their ongoing plans for the recovery and facilitate discussion among these grant-makers of a strategic approach in which:
  - Grants made in the region are shared openly with other funders
  - Funding gaps are identified and consideration is given to how these might be filled
  - A long term commitment to the region's recovery is made
  - Collaborative ventures or partnerships be formed where appropriate, considering the possibility of a shared fund (similar in concept to the Working Together More Fund)

6. Agencies such as the Funding Information Service to urgently develop, promote and maintain a '*Disaster Fund Communication Plan*' to assist community groups in Canterbury identify sources of funding and criteria.
7. The Todd Foundation discuss with PNZ development of an *Interim Disaster Response Strategy* (see report pages 22 -25) to ensure future disaster readiness.
  - Invite PNZ members to outline their focus for a future regional disaster of the scale of the Canterbury earthquakes and delivery of this in light of experience gained in the Canterbury recovery
  - PNZ be asked to identify and collate perceived gaps in the responses of its members
  - PNZ be asked to facilitate discussion of this at a Canterbury Funders Forum meeting, using as a basis the document "*Disaster Grantmaking: A Practical Guide for Foundations and Corporations*" (See [tinyurl.com/lp9z977](http://tinyurl.com/lp9z977))
  - Funders be assisted to agree on an overarching interim strategic response
8. Consideration be given by PNZ to seek funding to conduct an international and local literature review of grant-makers' disaster responses to develop a permanent (annually reviewed) disaster strategy, to be presented for consideration at the next Philanthropy New Zealand Conference

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Special acknowledgment is made of Todd Foundation staff, Kate Frykberg, Christina Howard and Seumas Fantham who assisted in many ways with the delivery of the TFERF and this review.

The commitment of the Todd Foundation Earthquake Recovery Fund committee members has led to the overall positive results achieved through distribution of the fund. The members are:

- Charles Reid, Chair
- Georgina Ralston
- Helena Francis
- Malcolm Whyte
- David Moloney
- Garth Nowland-Foreman

The Todd Corporation, its staff and Todd family members, are thanked for their generosity which made this fund possible.

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June 2013

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## Appendices

## Appendix 1 Todd Foundation Earthquake Recovery Fund – List of grants made

Organisation	Project	Year 1 Allocated	Year 2 Allocated
Southshore Residents Association	the salary for a part-time Recovery Coordinator	\$9,500	
Shirley Community Trust	the salary and costs for a Youth Development Worker	\$30,000	
Christchurch South Community Watch Inc	car expenses	\$1,000	
Belfast Community Network (BCN)	to support employment of a community development worker	\$15,000	
Adult Reading Assistance Scheme (Christchurch) Inc (ARAS)	a contribution towards your rent	\$5,000	
Christchurch South Canterbury Gardens Trust	as a contribution to your manager and support worker wages	\$10,000	
Community Energy Action Charitable Trust	the Energy Advice services	\$5,000	
OSCAR Network in Christchurch Inc	activities and events for children in eastern suburbs	\$5,000	
Youth Alive Trust	a male mentor for at risk boys	\$37,500	
Caring for Carers Inc	an older persons' support group in Shirley	\$5,351	
Real Steps Trust	Workshops, courses and programmes to inform, educate and provide care and assistance to people whose emotional resilience has been affected by displacement, powerlessness, disillusionment and other post-earthquake issues.	\$10,000	
Family Help trust	Programme to modify children's behaviour	\$10,000	
Wellbeing North Canterbury	Coordinator's salary to establish a Timebank in North Canterbury	\$10,000	
Methodist Church (& others)	Building resilience with local communities	\$55,000	
Seabrook McKenzie Trust	Onsite psychologist to assist with children stressed by earthquakes	\$10,000	
Citizens Advice Bureau	Restore Bureau to pre-earthquake levels by recruiting new volunteers and setting up systems to retain and support existing volunteers	\$20,000	
Christchurch Peoples Resource Centre	Running costs of the Beneficiaries Advice Centre	\$10,000	
Te Puna Whaiora Childrens Health Camps	Support Field Workers in Schools roles during the time of education reviews and school closures	\$64,000	
Alzheimer's Canterbury	Extension of client coffee group to Kaiapoi where earthquakes have been disruptive for people suffering Alzheimer's.	\$3,590	



Mothers Supporting Mothers	Establish an accessible weekly Kaiapoi group counselling session with a crèche and qualified facilitators	\$26,200	
Te Puna Oranga Inc	Bring elderly and young mothers together for a series of 12 hui to reduce isolation and improve their wellbeing, identified as a concern following earthquakes.	\$17,154	
Rata Counselling Services Inc	Development of promotional material to assist people to locate the service following post-earthquake relocation	\$7,817	
Philanthropy NZ	Assist with costs for running 3 meetings in Christchurch for funders working together to ensure earthquake funding is used effectively	\$5,000	
Canterbury Men's Centre	Free counselling and social work programme for men	\$38,625	
Linwood Resource Centre and Community Gardens	Men's Action Project to develop constructive activities for men to contribute to their local community	\$9,578	
Barnardos NZ	Youth Mentor/Educator to work with family support service, assisting young people dealing with post-earthquake stress issues.	\$35,000	
Birtright Christchurch Inc	Rent for premises leased in 2011 following loss in February 2011 earthquake of previously subsidised accommodation at Christchurch Community House	\$12,600	
Eastside Baptist Community Trust Inc	Part-time salary to continue assisting older persons develop plans to connect fully to their chosen community.	\$25,920	
Parklands Baptist Community Church	Funding on behalf Parklands Community Network agencies to act as a catalyst to inspire community led ideas, initiatives and activities	\$10,000	
Christchurch Migrants Centre Trust	Encourage participation in the Centre's Ethnic Leaders Empowerment programme and commence collaborative programme of multi-ethnic projects	\$21,000	
Lyttelton Harbour Basin Youth Council	Contribution towards costs and activities for young people, especially those disadvantaged	\$5,000	
Selwyn Parenting Network	Part-time salary to help strengthen family and community cohesiveness	\$13,000	
Supergrans Christchurch	Resource kit for volunteers and clients to personalise assistance they receive and provide ongoing resource once volunteer moves on.	\$3,000	

Fono Faufautua a Matai Samoa I Kalaisetete	Employ person to assess current needs and organise volunteers and ensure those affected by earthquakes get the help they are entitled to	\$4,600	
Renew Brighton	Develop a community profile to show the strengths and social assets available to assist with the recovery and revitalisation of the New Brighton area	\$7,006	
Volunteer Army Foundation	A concert to acknowledge at least 4 volunteer hours and motivate young people to engage with their community and realise their potential	\$10,000	
Christchurch Community Accounting	Assist community organisations to work through issues created by loss of financial records and/or key administration staff during earthquakes	\$10,500	
Sport Canterbury	Continuation of primary school cluster sports competitions in hard hit suburbs providing activities to around 2500 children a week	\$25,000	
Tenants Protection Association	Outreach project to assist tenants resolve tenancy issues	\$54,175	
North Avon Baptist Church	Hire rubbish skips for residents of Richmond to use for free disposal of rubbish	\$1,040	
Delta Community trust	Develop vacant site for use as a music event site over the next 2 years	\$8,900	
NZ Refugee Services	Provision of partial support towards fees to enable a number of refugees to undertake a CPIT Trade Training course in painting and decorating	\$9,000	
Positive Directions Trust	Part-salary for a Volunteer Coordinator to supervise volunteers in their work with whanau support	\$10,000	
Southshore Residents Association	Part-time Earthquake Recovery Coordinator for Southshore area following land zone decisions requiring access to information	\$9,500	
Cholmondeley	Rent for second year accommodation in temporary facility due to cessation of insurance cover.	\$20,000	
Canterbury Workers Educational Institute	Delivery of courses in New Brighton where buildings and services lost	\$1,406	
Caring for Carers	Older persons support group in Shirley for people socially isolated by post-earthquake challenges	\$7,500	
CanCERN	Salaries and running costs to enable CanCERN to represent and assist resident based groups respond to earthquake recovery issues	\$52,000	

Conservation Volunteers NZ	Christchurch based pilot youth skills programme over 6 months.	\$35,950	
Oxford Community Trust	Back-filling of Coordinator's position to allow current Coordinator participate in development of long-term District recovery plan	\$13,104	
Mental Health Education and Resource Centre	Delivery of 10 free seminars to present current findings on psycho-social research and practice to those working in the frontline of mental health services, and 2 expos to raise community awareness of existing mental health services	\$15,000	
Neighbourhood Trust	Development and distribution of "Welcome" pack for newcomers to St Albans and surrounding areas, with many displaced by Red Zoning expected to move into the area.	\$3,400	
Community Energy Action Trust	Fund home energy advisor position	\$10,000	
Addington Action	Improve organisation of the group by consolidating them from 7 locations into a single workplace.	\$12,500	\$12,500.00
La Famia Creative Arts	Provision of art and craft workshops mainly targeting people who suffer a physical or mental disability	\$54,860	
Deaf Society of Canterbury Inc	Provide storage for files, office and hall equipment, historical items and sporting equipment	\$7,050	
Mental Health Advocacy and Peer Support	Required to move into premises which will be charged at a higher commercial rate	\$40,000	
The Loons Theatre Trust	While their theatre is rebuilt there is a need to build capacity of the trust	\$13,000	
The Christchurch Music Industry Charitable Trust	Creation of a central rehearsal place for musicians allowing artists to regroup, reinvigorate and revitalise the inner city	\$50,000	
Otautahi Youth Council (OYC)	Appointment of Executive Facilitator to support the Council and ensure the voices of young Christchurch people are heard and they are engaged in the rebuild of the community.	\$40,000	
Heal Christchurch	Provision of free health care to alleviate stress for Christchurch people	\$3,680	
Vision Employment Support Service	Office set-up costs incurred due to inability to secure adequate earthquake insurance	\$10,000	
Habitat for Humanity	Provide meals for volunteers involved in the project to repair essential and urgent items in earthquake damaged houses	\$40,000	

Gap Filler	Project Coordinator wages and projects costs	\$25,000	
Youth Alive Trust	Employment of a male mentor to help meet the post-earthquake demand for male mentors to support young boys and the lack of available volunteers	\$37,500	
Caroline Reid Family Support and Stepping Stone trust	Holiday camps and recreational activities for children affected by earthquakes	\$15,956	
Philanthropy NZ	Contribution to Christchurch earthquake funders forum	\$5,000	
Rata Counselling Service	Unbudgeted costs resulting from cessation of lease due to damage to former landlord's other properties	\$15,753	
Project Esther	Through various programmes this group will build resilience of young, single mothers	\$15,037	
Christchurch Women's Refuge	Pilot project to engage male offender due to increased family violence in North Canterbury following earthquakes	\$46,800	
Youthline Central South Island	Payment of rent for new premises required following destruction of previous building	\$14,500	
Sexual Abuse Survivors Trust	Extend accommodation in new office to enable full resumption of training and group therapy meetings	\$32,000	
Shoreline Youth Trust	Assistance to send young people affected by the earthquakes on a 5 - 7 day camp 'getaway' in Nelson	\$10,000	
Ashburton Cadet Corps	Assistance to help with additional rental costs caused by the need to relocate as a result of earthquake damage to facilities	\$3,200	
New Brighton Community Gardens	Shift plans from red zone gardens to new locations and provide 3 self-reliance workshops on eco-house design, harvest cooking, and moving plants	\$4,730	
Kaiapoi Community Board	Cost of short film and book recording stories of Kaiapoi area residents in turmoil from earthquakes.	\$3,015	
The Collaborative Trust	Qualitative research about earthquake effects on young people and their aspirations for development of city.	\$5,500	
Dress for Success Christchurch Inc	Executive Director's salary to enable rebuild of organisation	\$20,000	
Wellbeing North Canterbury	Coordination and facilitation of community events to keep people connected and re-establish fun in community.	\$26,450	

Burnside Elim Community Church	Oversight of volunteers to assist those needing to relocate	\$15,360	
North Canterbury Neighbourhood Support	Assist new residents and those in temporary housing in Kaiapoi to get to know each other and enhance development of relationships.	\$20,000	\$0
Rangiora Baptist Church Community Ministries and Wellbeing North Canterbury	Coordination of volunteers to visit Kaiapoi area residents and identify and respond to their changing needs.	\$51,800	
Sumner Redcliffs Historical Society Inc	Rent for storage of historical items while future of museum decided	\$1,040	\$1,040
Positive Direction Trust	Earthquake Recovery Volunteer Programme	\$10,000	
Lyttelton Community House Trust	The maintenance and running costs of a community van for post-earthquake community support	\$5,442	
P.E.E.P Trust Project Employment & Environmental Enhancement Programme	Wages for earthquake clean-up crew.	\$5,245	
Eating Awareness Team Inc	Overheads, mileage, and newsletter production to provide mobile support post-earthquake	\$4,170	
Lifepaths Charitable Trust	Facilitator training and workbooks to support emotional resilience for students in 15 schools.	\$23,200	
Mt Pleasant Memorial Centre and Residents Association Inc	Part-time earthquake recovery coordinator and web-site development	\$14,600	
Birthright Christchurch Inc	Rental costs for new premises	\$14,300	
OSCAR network in Christchurch Inc	Scoping needs of families for out-of-school care and recreation following earthquake	\$7,500	
Presbyterian Support (Upper South Island)	HomeShare programme development and support in Canterbury	\$40,000	
Saint Albans Residents Association	Printing and distribution of St Albans news to connect and inform community members post-earthquake	\$5,000	
Shoreline Youth Trust	Administrative and website support to free-up youth workers and social workers to provide more post-earthquake support.	\$22,740	
Social Innovation Charitable Trust	Generation-Y engagement, innovation and leadership for Christchurch rebuild	\$75,000	
Sumner Bays Union Trust	The rental and electricity costs of the Redcliffs Community Information Centre	\$10,000	

CanCERN	Operational costs contribution for connecting communities affected by the earthquakes	\$131,655	
Sport Canterbury	Primary school sports cluster programmes in hard hit suburbs	\$25,000	
24-7 Youthwork	Survey Students voice in the rebuilding of Christchurch	\$17,825	
Christchurch Methodist Mission (and others)	To provide coordinated support for children and families, particularly from "twin schools"	\$80,000	\$60,000
Skylight	Printing, design and distribution of support resources and counselling and support for families	\$15,000	

Total Grants (excluding evaluation costs): \$2,073,864

## Appendix 2 Todd Foundation Earthquake Recovery Fund Criteria

### TFER ELIGIBILITY CHECKLIST AND GUIDELINES

Use the following checklist and guidelines to check your eligibility for the Todd Foundation Earthquake Recovery Fund. If you answer “yes” to all the questions in the checklist below and you have also considered the guidelines listed below the table, you are eligible to apply to the Todd Foundation Earthquake Recovery Fund.

1. Is the project or initiative aimed at helping the people of Canterbury respond to the Earthquakes experienced since 4 September 2010? Yes/No
2. Is the applicant a non-profit organisation, preferably incorporated as a Charitable Trust, an Incorporated Society or otherwise legally incorporated? Yes/No
3. Is your organisation based in Canterbury? (We prefer to support organisations based in Canterbury. They may work in partnership with organisations outside of Canterbury if required, but the application would usually need to come from the Canterbury-based partner.) Yes/No
4. Will your project or initiative contribute to one of our two priority areas: Yes/No
  - *Engaging communities, or*
  - *NGO Sector Recovery?* (See below for what we mean by these two priority areas.)
5. Where appropriate, does your project/initiative show evidence of collaboration with others working in the same field (At the least we would usually expect consultation with other key local agencies to ensure there isn't overlap or duplication). Yes/No
6. Is the funding requested from Todd Foundation clearly not a government funding responsibility, or an insurance company responsibility? Yes/No
7. As this fund is time-limited, will the project or initiative be either: Yes/No
  - a one-off event or activity,
  - able to be absorbed back into ordinary operations within the time of its funding, or
  - able to attract further funding from other source(s) when Todd Foundation funding is completed?

#### **Engaging Communities:**

The following is a summary of what we are hoping to support through our funding for engaging communities following the earthquakes;

- During and immediately following the Canterbury Earthquakes, there were unprecedented levels of volunteerism and neighbourly support and engagement. We would like to support the continuation and growth of this community spirit in ways that are relevant as Canterbury recovers.
- In particular, we are interested in supporting community development activities at a neighbourhood or other appropriate levels. We are looking for local-led initiatives that will build resilient communities, and strengthen neighbourly connections – especially for those in disadvantaged areas, those most severely hit by the Quakes and those most disrupted in the recovery.
- We are also interested in helping where possible to ensure that communities (both geographic communities and communities of interest) are able to participate and engage in the consultation, planning and decision-making for the recovery – with the City Council, CERA, etc.
- In all these activities, we would like to especially ensure that marginalised or minority voices are heard and included. This could include children and young people, people with disabilities, Maori, Pasifika communities, refugees and migrants – anyone who risks being overlooked or left out.

### **NGO Sector Recovery:**

The following is a summary of what we are hoping to support through our funding for NGO support following the earthquakes;

- All sectors of society were hit hard by the Canterbury Earthquakes, and NGOs (non-profit, community and voluntary organisations) were no different. A number of sectors, such as business and government, have now developed their own recovery strategies and in some cases have attracted specific resources to make that happen.
- We would like to lend our support to the recovery of the sector that was often working hard helping others, and now needs some support of its own. We don't have the resources to provide or purchase cheap accommodation, office furniture and equipment for all NGOs effected. However, we are looking for ways we can support NGOs to find what they need to recover, develop recovery plans, band together for temporary (or longer term) solutions, facilitate joint-purchasing, or shared essential facilities.
- As well as help with the practical tasks of recovery, we are also interested in helping NGOs regroup and adapt to the changed circumstances of the 'new normal'. We are aware that a number of NGOs are already looking at restructuring how they provide their programmes, relocating and in some cases 'suburbanising', and collaborating more closely with other organisations. We could help by funding the time, resources or people to review the best approaches, develop new strategic plans, or negotiate new collaborations to fit the new realities, etc.

### **Additional Guidelines to consider:**

8. We do not generally make grants:
  - for buildings and associated capital items



- for purchase of vehicles
- for overseas travel
- for projects already completed
- for fund-raising appeals
- to individuals
- to individual schools, early childhood centres or toy libraries
- to individual sports, recreation, or arts organisations
- which promote a religious, political or ideological belief

9. Where appropriate, we are especially interested in proposals where learnings and resources are made available more widely

10. We are particularly interested in applications aimed at one of our six current target areas: Vulnerable Families; Community Development; Early Childhood and Children’s Education; Disabled Children; Cultural Understanding and Inclusion; Talented and Gifted Students; Youth Education, Training, Employment and Transitions

If you have answered “Yes” to all the 8 questions in the above checklist and have also considered the guidelines above then we would be interested in hearing from you. See our Earthquake Recovery Application page for instructions and forms. If you don’t meet our guidelines you may like to check the funding information service website- see [www.fis.org.nz](http://www.fis.org.nz).

### Appendix 3 Sources of published material on disaster grantmaking

Title	Publisher	Date
<i>Increasing Philanthropic Impact in a Disaster: A Proposed Bay Area Collaborative (Draft)</i>	<i>The San Francisco (Community) Foundation of the Bay Area</i>	<i>December 2008</i>
<i>Lessons Learned: South East Asia Earthquake Relief Fund</i>	<i>Committee Encouraging Corporate Philanthropy</i>	<i>2005</i>
<i>Disaster grantmaking: A Practical Guide for Foundations and Corporations</i>	<i>European Foundation Centre/ Council on Foundations</i>	<i>2007</i>
<i>Various presenters to the 2013 Philanthropy New Zealand (PNZ) Conference</i>		