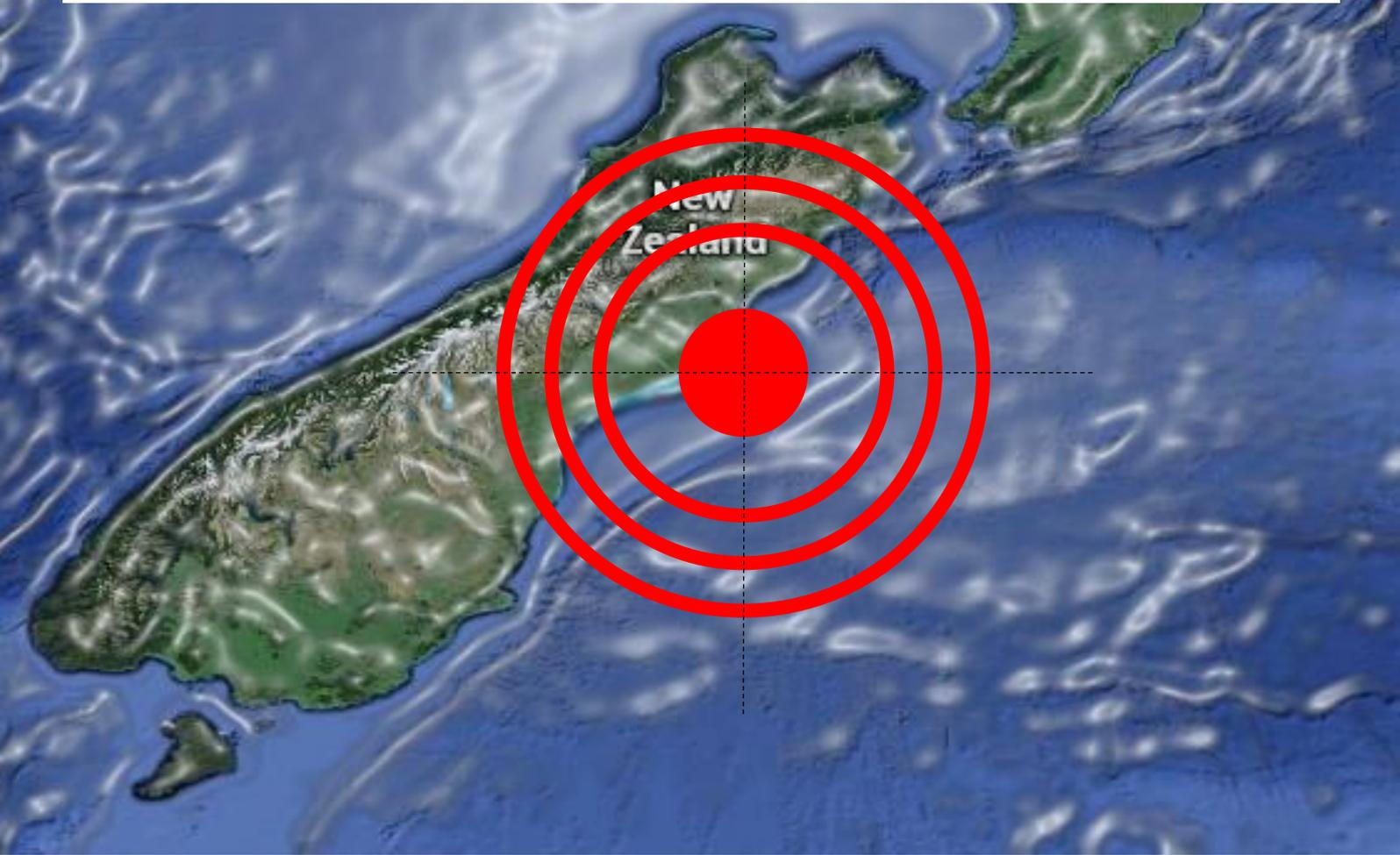




The Tindall Foundation

Contributing to a stronger New Zealand



THE TINDALL FOUNDATION
EVALUATING TTF QUAKE RESPONSE STRATEGY

Bede Martin, Interact Canterbury

February 2015

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EXECUTIVE SUMMARY

Purpose and Method of Evaluation

The Tindall Foundation (TTF) contracted Interact Canterbury to identify:

- The effectiveness of the Foundation's overall response
- How well the strategy filled a particular niche meeting needs responsively and proactively
- Specific strengths and weaknesses of the response strategy
- How donations have benefitted the recovery
- TTF's contribution beyond monetary donations
- How TTF's response might have been improved
- What the strategy might give priority to over the next two to three years in the context of Canterbury needs and particular Trustee interests.

This information was required to assess the Foundation's strategic response to the lengthy series of significant earthquakes which killed 185 people, severely damaged buildings and infrastructure, and affected people in Canterbury from September 2010. This information will help guide the Foundation's Trustees on their continued strategic response for the coming two to three years.

Information was gathered from post-earthquake donation recipients in Canterbury, and a number of the Foundation's Funding Managers who have assisted with earthquake recovery donations. Two experts – Dr Rob Gordon, a psychologist and disaster recovery expert, and Nathan Mikaere- Wallis of the Brainwave Trust and X Factor Education also contributed.

Information was gathered by:

- An online survey of donees
- A Discussion Group of eight donees
- Phone interviews with a number of Funding Managers
- Presentations by Dr Gordon and Nathan Mikaere- Wallis.

Findings and Conclusions

A total of 96 percent of survey respondents rated the Foundation's overall earthquake response as "Very effective" or "Effective". Of significant importance to donees was the opportunity for two-way communication. This led to mutual trust and motivated NGO staff while guiding the Foundation's strategic direction ensuring it understood local needs and appropriate responses.

The donation application process was viewed positively and assistance from Foundation staff in brokering alternative fund sources, when appropriate, was appreciated. The quality of relationships between the Foundation and Canterbury NGOs

was, and still is, empowering. There was a strong sense these relationships had evolved to become partnerships. Suggestions for improving the response included increased TTF staff involvement, by addition of a facilitative role, to consider local needs and match resources. A further suggestion focused on TTF taking a leadership role among funders to stimulate creative approaches. Survey respondents may be unaware of what TTF's role among funders has been.

The close link between the Foundation and local NGOs was the greatest strength of the strategy, with resultant positive communications. This link ensured the Foundation understood needs in detail along with proposed solutions – enabling faster response time. The level of trust shown by the Foundation was appreciated as NGOs grappled with significant challenges. In a number of cases, this trust appears to have led to positive long-term outcomes.

In interviewing a number of Funding Managers (FMs) the difference in appreciation of Canterbury needs, between those based within the region and those operating outside it, was obvious. In any future disaster TTF could acknowledge that only those FMs operating within the disaster zone can provide credible advice and guidance.

TTF donations made to Canterbury enabled a mix of appropriate community responses. Donations supported services to meet existing and new needs. They enabled NGOs to deal with the unknown and assisted organisations that suffered damaged or destroyed infrastructure.

New services were supported, quick responses to needs were enabled, existing services were adapted to meet new demands and others expanded to cater for increased demand. Collaborations took place and local communities were more supported than they otherwise would have been. This mix seems an ideal outcome for a philanthropic funder. As a result of this funding mix a wide range of results were achieved.

One Canterbury-based Funding Manager commented on how she saw her FM role as allocating TTF's donations for her own organisation's work. She did not see her role as using this fund to support other groups doing related work. There may be a need to clarify guidelines. However, as a recently appointed Funding Manager she was not in the role until late 2014 so this claim may require verification.

Many non-monetary benefits from the Foundation's work were welcomed. These included provision of a wider perspective of the local situation. This enabled alternative suggestions to be made to amend proposals and link applicants to alternative funders and/or similar projects. It also provided moral support, encouragement and concern for staff wellbeing.

Suggested improvements are made in the context of the Foundation's very positive earthquake response rating. Twenty three percent saw no need for any changes at all. Improvements include doing more of what was done – which may have required staffing or broadening the role of the jointly contracted Todd Foundation/TTF project worker to include work on immediate needs with a wider range of groups.

There is a suggestion the Foundation might have promoted its work to the business sector to recruit further support for its responses to the disaster. (This comment was made without knowledge of what may have in fact taken place). In a report prepared for the Todd Foundation, Interact Canterbury suggested their trustees might:

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

Future Strategic Direction

In looking at the next two to three years, Interact Canterbury sought input from survey participants, discussion group participants and Funding Managers. Consideration was also given to the opinions of Dr Rob Gordon and Nathan Mikaere-Wallis.

- Donees identified a huge need for funding of resources. For most groups this is a matter of survival. Through its ongoing contact with Canterbury NGOs, the Foundation is well placed to ensure organisations' survival needs are balanced by the level of need for their earthquake recovery services.
- Some groups suggest support is needed to develop sustainable funding, along with the need to discuss transitioning from the current level of "extra" funding available in Canterbury to "normal" levels. Comments endorsed the Foundation's ongoing support of collaboration both in its strategic response and through the Working Together More Fund because it assists groups achieve better outcomes through collaboration and increases savings by sharing resources.
- In cases where multi-year donations are warranted a proactive approach in encouraging these by TTF would be of value.
- A period of targeted assistance enabling NGOs to support their staff who are under continued pressure from high workloads, compounded by the burden of personal earthquake-related problems, is seen as of real benefit
- Continue TTF support of social housing in terms of brokerage opportunities and support for appropriate agencies is seen as of merit
- Newly formed housing developments, especially in the Waimakariri and Selwyn Districts, would benefit from resources to help them develop as a community through local initiatives and programmes
- Continue TTF guidance by assisting NGOs access funding alternatives. This would apply when the Foundation is not the appropriate funder.
- Link NGOs to similar type programmes being developed by other agencies (especially in the field of social housing).
- Support children born into post-earthquake stressed homes. The impact on their capability to learn is potentially significant. These children, in increased numbers, are now starting school with serious learning difficulties.
- There are still several thousand households with unresolved, complicated, EQC and insurance issues. For these people, stress levels remain high and support for this stressed (but diminishing) group is needed in the short to medium term.

Recommendations

The following recommendations are made on the basis of these findings and conclusions.

It is recommended that The Tindall Foundation:

1. In terms of best practice, plan for any future disaster response by documenting successful aspects of the Canterbury response strategy. Key aspects to include:
 - Maintenance of frequent and direct contact with front-line agencies in the disaster zone to ensure prompt collaborative action
 - Implementation of a simple application process allowing for a higher-than-usual degree of trust in the integrity of applicants
 - TTF staff, involved in the disaster response, to have a role in funding-brokerage and to link organisations developing similar projects and programmes
 - Funding Manager role clarification and use of locally based Funding Managers to ensure a hands-on frontline response is applied to best effect
 - Monitoring donations made by Funding Managers and TTF so they reflect the varied needs of the disaster.
2. Over the next two to three years, in addition to its standard donations programme, the Foundation focus its Canterbury Recovery Strategy on:
 - Services rather than organisational costs of organisations that demonstrate responsiveness to ongoing earthquake recovery needs

- Maintenance of regular contact with donees, applicants and relevant organisations to ensure full awareness of the still unfolding Canterbury situation
 - Assisting community organisations develop and implement sustainable funding models
 - Relocation costs for community organisations where they have explored a range of options, including shared facilities with other organisations
 - Continued collaboration with the Working Together More Fund to encourage practical and creative collaborations at project, programme and organisational levels
 - Inviting organisations to propose solutions and seek funding where there is a demonstrated need for support of exhausted staff
 - Increasing the option of multi-year funding with appropriate applicants and encouraging them to develop their project to reflect this funding model
 - Encouraging organisations that support new Canterbury communities, to where many earthquake victims are relocating, and communities from which many are leaving, to develop community-building programmes
 - Supporting donation applications from organisations with appropriate interventions to assist post-earthquake stressed families with children aged 0 – 3 years (in line with suggestions from the Brainwave Trust)
 - Funding organisations offering support to children with learning difficulties caused by family stress from age four to school new entrants
 - Supporting services that offer assistance to stressed people in dispute over insurance or EQC matters as a result of earthquake damage.
3. Review its position on encouraging Trustees' business contacts and partners to support TTF initiatives or, alternatively, contribute directly to disaster recovery.

INTRODUCTION

Dave Richards, Projects and Strategy Manager of The Tindall Foundation (TTF), requested Interact Canterbury (IC) complete an evaluation of TTF's strategic response to the Canterbury earthquakes. The evaluation will assist TTF Trustees with future recovery planning by assessing TTF's response effectiveness to date and providing current and future needs-based recommendations.

Purpose

The agreed purpose of the evaluation is to identify:

- The effectiveness of TTF's overall response
- How well the strategy has filled a particular niche to meet the needs both responsively and proactively
- The specific strengths and weaknesses of the response strategy
- How donations have benefitted the recovery
- TTF's contribution beyond monetary donations
- How TTF's response might have been improved
- What the strategy might give priority to over the next two to three years in the context of Canterbury needs and particular Trustee interests.

The Tindall Foundation Strategy

In a paper from TTF management to TTF Trustees dated 12 November 2013 the essence of the TTF earthquake response strategy is outlined. It suggests:

- The Foundation has taken a considered approach after wide consultation about the best ways to help
- The response has been to listen to on-the-ground partners, collaborate with others, adopt both an immediate response and longer-term approach and trust those close to the source of need
- A total of \$5 million has been pledged, primarily for groups which help people and communities recover and reform around their "new normal"

This strategy has taken place within the overall strategic goals of the Foundation which include:

- "Supporting Families and Social Services" through Funding Managers
- Enabling small and rural communities to access local providers of community information services and development
- Making New Zealand the "safest and best place to bring up children through improved public understanding of why and how we should parent and protect children, and by increasing the skills of people who bring up and work with children"

- Young people having a positive adolescence and to feel hope for their future
- Assist adults access help with literacy and numeracy
- Support free access to budgeting assistance
- Recognising the tangata whenua status of Maori and assisting Maori to fully participate in society
- Assist migrants, refugees and people of other cultures to participate in society, and
- Take an innovative, hands-on approach that advocates creative ways of working with others to support affordable, healthy and secure housing.

Dave Richards commented the strategy is summarised in three words - Respond, Recover and Regenerate.

Method

In completing the evaluation, Interact Canterbury:

- Circulated an online survey (Survey Monkey) as a key source for information from TTF donees
- Designed questions with a focus on quantifiable data backed by qualitative commentary
- Organised a post-survey discussion group consisting of donees
- Conducted phone interviews with a sample of TTF Funding Managers.

An important information source for TTF is its Funding Managers. As discussed with TTF prior to commencing the evaluation, there was an acknowledged risk the time of the year when data was being gathered is well known as an extremely busy time for NGOs, especially those delivering social services. However, the only obvious impact of this is that of the six Funding Managers approached, four of the six were able to participate in phone interviews.

Approval was also given for Interact Canterbury to attend two presentations relevant to the evaluation. These were:

- **Community Session on Post-Disaster Recovery and Resilience: Dr Rob Gordon:** Dr Rob Gordon, psychologist and disaster recovery expert with more than 25 years' experience from more than 30 disasters in Australia and New Zealand, has been to Christchurch many times over the past four years. This session included an update on what we can expect over the next 12-18 months in the recovery process including the stresses of recovery and protecting health, lifestyle and relationships.
- **Nathan Mikaere-Wallis, Brainwave Trust and X Factor Education:** Nathan has been a lecturer at the University of Canterbury's College of Education, lecturing in human development, brain development, language and communication and risk resilience. He has a background of working with children in counselling settings relating to domestic violence, sexual abuse and childhood trauma. His seminar explored issues of earthquake affected children in our schools. It has become noticeable that some children born following the earthquakes and now starting school are presenting with a number of issues which can be attributed to the effects of the earthquakes.

Information from these two seminars is included in findings relating to the future strategic direction TTF may choose to follow in Canterbury.

This report contains three major sections:

'**Findings**' contain the results of the survey, discussion group session and phone interviews. Additional content is contained in the findings section which assesses the future needs on which TTF's ongoing recovery strategy might be based.

'**Conclusions**' are drawn from the findings with an element of judgement applied to them within the context of the report's expectations.

'**Recommendations**', based on the conclusions, are to assist TTF's Trustees and Managers as they plan the Foundation's future strategy.

Raw data and various sources of secondary research are located as a set of appendices.

Statistical information

Surveys sent	36
Survey responses	25
Response rate	69%
Focus group participants	8
Funding Managers interviewed	4

FINDINGS

TTF management appreciates that donation recipients, the target sample for both the survey and discussion group, tend to communicate mainly positive messages to their donors/funders. For this reason when analysing findings and drawing conclusions, readers are encouraged to consider why some respondents might shift their rating from “Very effective” to “Effective”.

TTF Earthquake Response Effectiveness

Survey recipients were asked how effective they thought TTF’s overall response to the Canterbury earthquakes has been. A total of 96 percent of respondents rated the response as “Very effective” or “Effective” (Fig. 1) which is an exceptionally strong endorsement of TTF’s strategic approach to post-earthquake recovery to date.

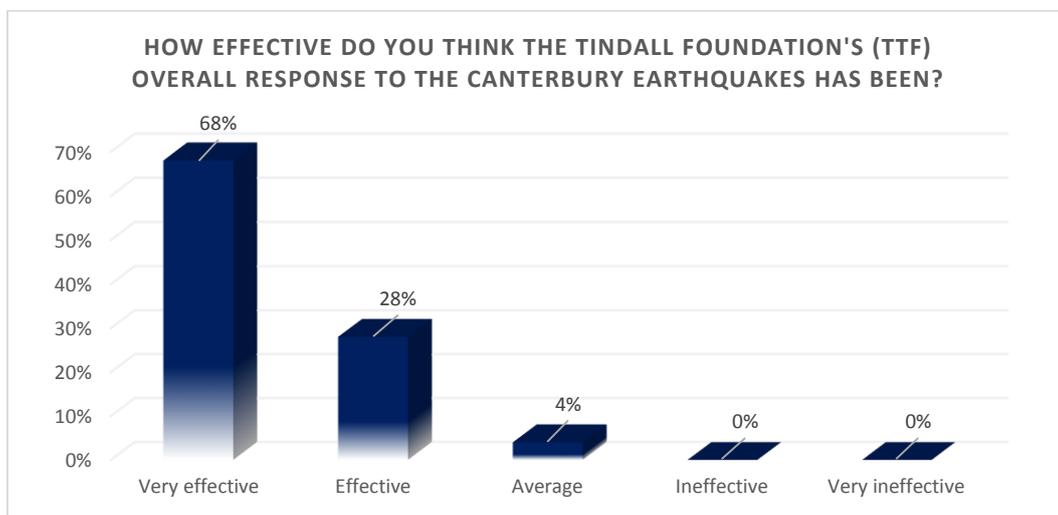


Fig 1. TTF Response Effectiveness Rating

Discussion Group participants also contributed a range of comments on this question. They referred to:

- A meeting in Christchurch of a number of funders soon after the February 2011 earthquake hosted by Sir Stephen. Funders listened and were asked to trust donation recipients who, at that point, did not fully appreciate what they needed funding for.
- High-trust relationships with TTF developed quickly and continued as long as recipients “made a difference”.
- The sense of partnership and honesty began, personal relationships developed and continued over time and NGO needs were understood. This was energising.
- Following applications, TTF came back with suggested variations – “really appreciated this” and it was better managed than other funders who would have just declined it.

- “Backed us”; “very human – face-to-face”; “friendly, personal”; “gave more than they sucked out”; “wanted to know what was going on”; “flexible”; “open-minded”.

In addition to the discussion group and survey of donees, four TTF Funding Managers (FMs) were interviewed by phone. In commenting on their relationship with TTF since the earthquakes they said:

- TTF wanted to do something. They were “on the ground” with the people who know what they are doing. “Dave was brilliant – nothing was too much trouble.”
- One did not notice any change from prior to the earthquakes (this FM is based outside Canterbury) but would have “liked an opportunity to make donation recommendations as we were in a good position to know (the changing situation) in Christchurch.”
- “Positive, responsive. We had a good relationship with Dave and we were able to take any particular needs to him. TTF stood out in its flexibility and openness with good systems.”
- Interactions with Dave became more direct and frequent, described as previously “at arm’s length”. (It is understood that TTF’s contact with FMs prior to the earthquakes was mainly at a national level.) Considered how to respond to new needs and how best TTF could assist. The relationship was seen as “well managed and professional, careful not to raise expectations” and with time and effort given to building an understanding of how the NGOs viewed the situation.
- TTF “stood out among philanthropic organisations.”
- As a “smaller agency” TTF was able to “get on with it” and avoid the negative impact of red tape.

Application Process and Responsiveness

Respondents were reminded that TTF is a family foundation with its own strategic focus that aims to fill a niche differently from those of non-family foundations applicants may have applied to. They were asked to rate to what extent they agree or disagree with the following statements (Figs 2 – 4):

1. It was easy to apply for urgent post-earthquake financial assistance from TTF
2. TTF was responsive in addressing immediate post-earthquake demands facing community organisations and their clients after the September 2010 and February 2011 earthquakes
3. TTF has been responsive in addressing longer-term evolving demands facing community organisations and their clients since the September 2010 and February 2011 earthquakes.

All respondents “strongly agree” or “agree” that it was easy to apply for urgent financial assistance from TTF (Fig 2).

- TTF’s understanding of the need “for flexible thinking and high-trust funding” was noted.
- Its facilitation of relationships with other funders was seen as time saving and ensured applications were based on needs rather than having to “fit” funder requirements.
- TTF staff were described as “approachable, helpful and caring”, “responsive”, “proactive”, and “understanding of how to assess the needs of organisations.”
- The online application process and timeliness of decisions were viewed positively.

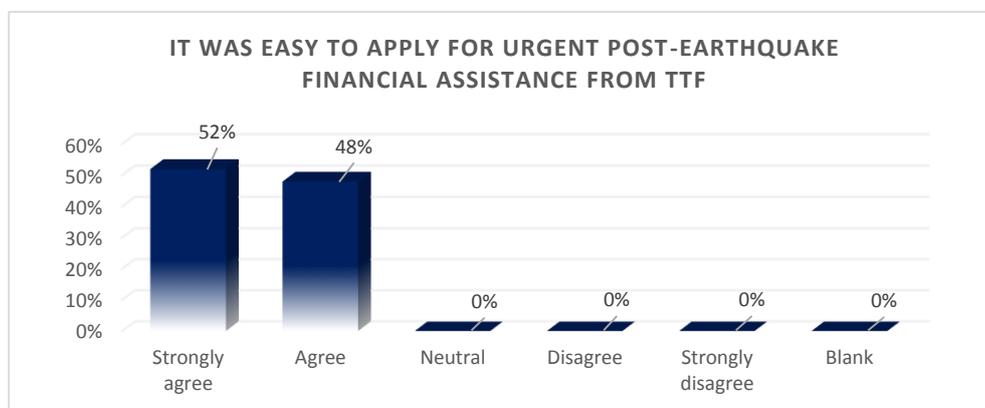


Fig 2. Ease of application for urgent assistance

Fig 3 (below) indicates most respondents found TTF responsive to needs immediately following the September 2010 and the February 2011 earthquakes. One described TTF as “an enabler rather than a driver”, allowing organisations to be dynamic and responsive during a time of ever-changing need. TTF’s questions and thinking were “strategic” which ensured funds were allocated to what was “actually useful rather than just what (was) perceived at the time to be useful.”

Other comments indicate that TTF was:

- Helpful, it listened to “those on the ground”, considered international research on disaster recovery, and was supportive and trusting.
- One said it “felt like a partnership” and another that “they believed in us and our communities.”
- A group which received a quick response to its application said “we were in such a huge predicament with nowhere to go. When the funds came through I just cried.”

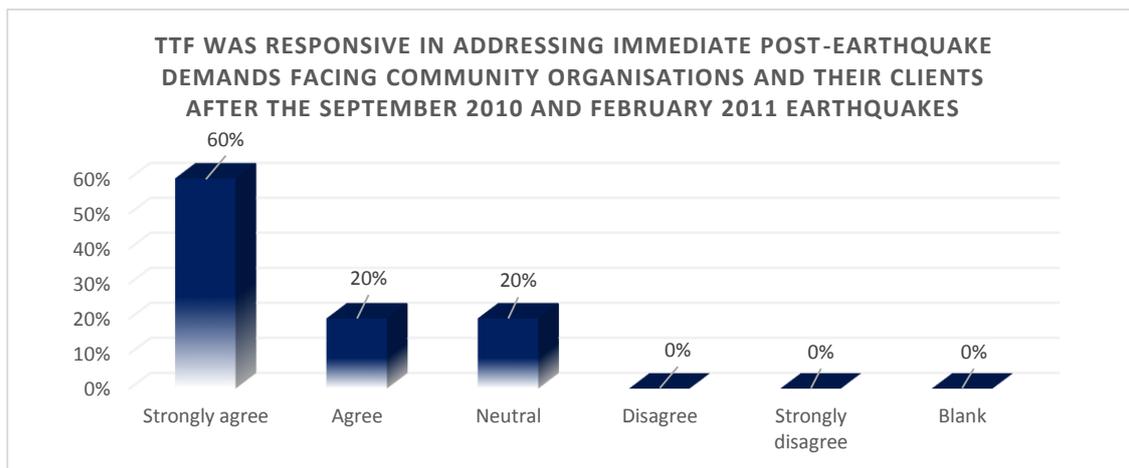


Fig 3. Immediate Post-earthquake Responsiveness

In respect to how well TTF has responded to longer term needs facing community organisations and their clients (Fig 4) 84 percent selected “Strongly agree” or “Agree”.

Comments show consistency noting again:

- The high level of trust placed upon NGOs along with constant and open communication and generosity in both funding and attention to needs.
- “It has been easy to ask for advice and your team has been supportive and able to provide guidance.”
- A donation to enable tired staff to have a break was described as “incredible” in terms of its timing.
- Another donation recipient commented on TTF’s support for a project which has “longer term visions tackling increased demands on our community head on.”
- A number struggled to comment on this question with a total of 12% rating it as “Neutral” or not answering. It is possible that this is an indication that many still face long-term uncertainties and feel unable to comment at this point.

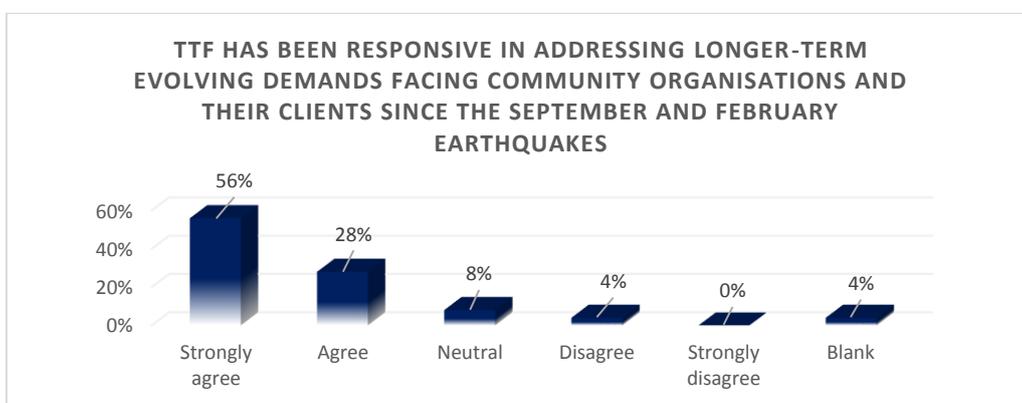


Fig 4. Longer-term Post-earthquake Responsiveness

Discussion Group participants were asked to view these issues by putting themselves in the shoes of TTF and indicating what they would have done differently. Comments included:

- More facilitated discussion to look at local needs and resources (e.g. someone with a surplus of space offering it to someone in need of space) – perhaps an “Expo” to open links between organisations
- TTF worked well with other funders – it could have taken more of a leadership role to bring funders together to enable them to think more “outside the square”. (The respondent would be unaware of what role TTF has taken.)
- “Still had to fill in pre-process application form – a two-stage process – didn’t have time even though it was a forgone conclusion (we) would get to the next stage.”

Respondent Views on TTF Post-Earthquake Response

Survey participants were asked to rate the extent to which they agreed or disagreed with a number of statements on TTF’s post-earthquake response. The responses have been combined into Fig 5 below (see Appendix 6 for individual graphs for responses to this questions).

The strongest endorsement was to ‘strongly agree’ with 72 percent of all respondents strongly agreeing that TTF were supportive of groups and initiatives which helped people and communities recover and reform around the ‘new normal’. As was evident in the discussion group, this was due to the level of engagement shown by TTF representatives with the **people** behind the applications – and the projects they recommended TTF fund to aid recovery in a new context.

The graph clearly shows extremely high levels of overall satisfaction with all rated statements. 96 percent of respondents agreed or strongly agreed TTF’s post-earthquake response was proactive in addressing the challenges placed upon Canterbury communities. When asked if the response was well-considered, 92 percent agreed or strongly agreed.

The lowest combined rating of ‘strongly agree’ and ‘agree’ was to the statement ‘TTF’s post-earthquake response was based on meaningful and wide consultation with the Canterbury community’ at 68 percent. This may be due to the timeframe available for TTF to form its initial response which did not allow for an initial phase of community consultation. As noted in other areas of this report, Discussion Group feedback suggested TTF was more of a ‘partner’ when interacting with applicants and donees – this would suggest the community consultation was integrated in one-to-one relationships. To counter this, 80 percent of respondents strongly agreed or agreed that TTF’s approach was ‘responsive to urgent needs’. This may not have rated so highly if a lengthy community consultation phase was allowed for prior to taking action.

The only statements disagreed with were that TTF’s response was ‘adaptive to changing needs over time’, ‘collaborative’ (e.g. enabled partnerships to develop, encouraged groups to work together, enabled information sharing etc)’ and ‘supportive’. A 4 percent rating represents one respondent.

Please rate to what extent you agree or disagree with the following statements.
TTF post-earthquake response was:

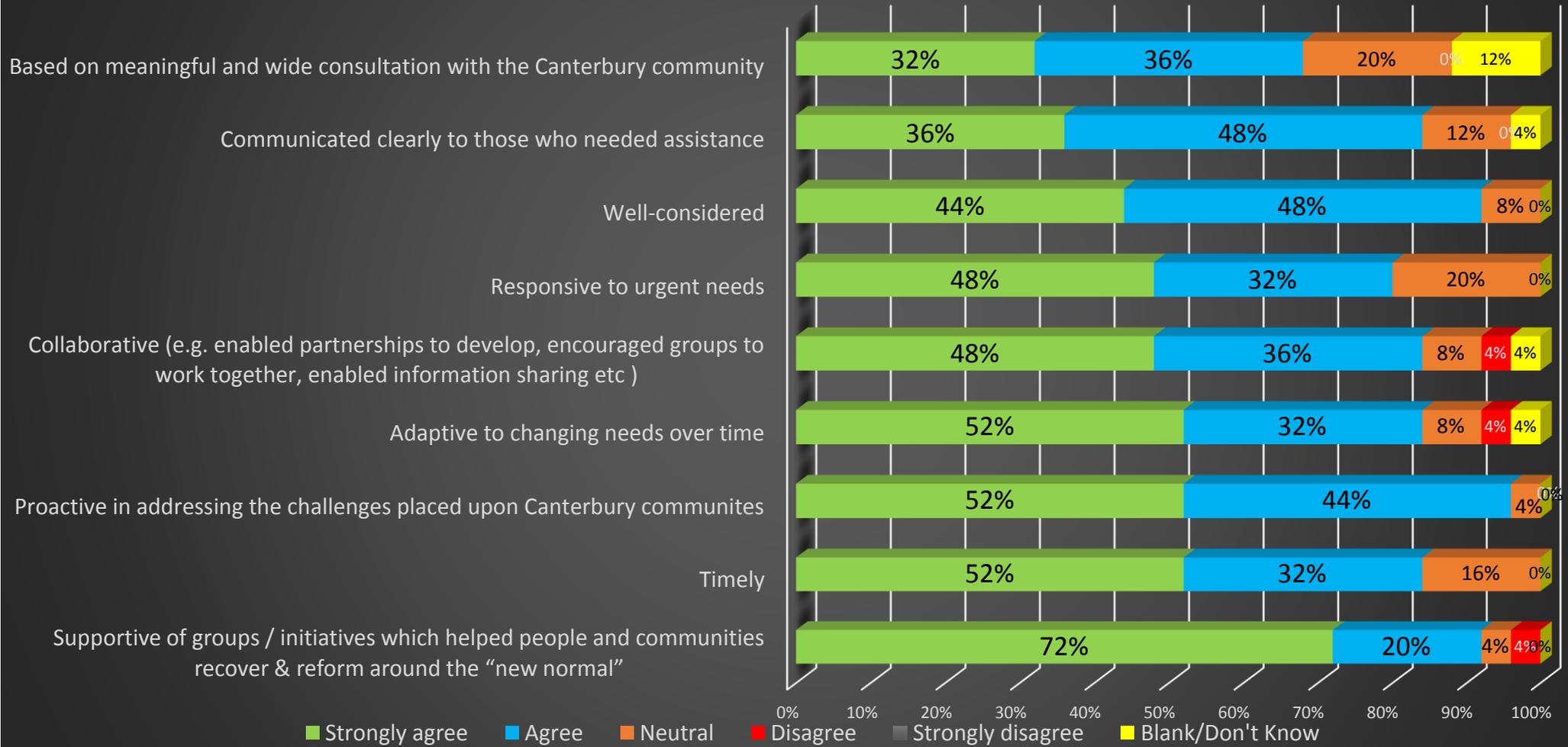


Fig 5. TTF Post-earthquake Statement Rating

Refer to Appendix Five for graphs showing responses for each individual statement.

Adjusting to a 'New Normal'

Fig 6 shows how respondents viewed the impact of the donations received on those they assisted.

- The highest number of donations were used to develop new services in response to new needs.
- Donations helped organisations respond more speedily to what was initially a time of urgency surrounded by chaos.
- As the earthquakes often exacerbated already existing needs, it is not surprising that 15 percent adapted existing services and used donations to expand their capacity.
- Not unexpectedly but heartening is the number who were able to work more collaboratively and those whose donations enabled them to continue delivering existing services.

A number selected the "other" option. They defined their donation use as being for establishment of a new organisation, enabling a cooperative to open, delivery of a programme (2), and care of staff to avoid burnout.

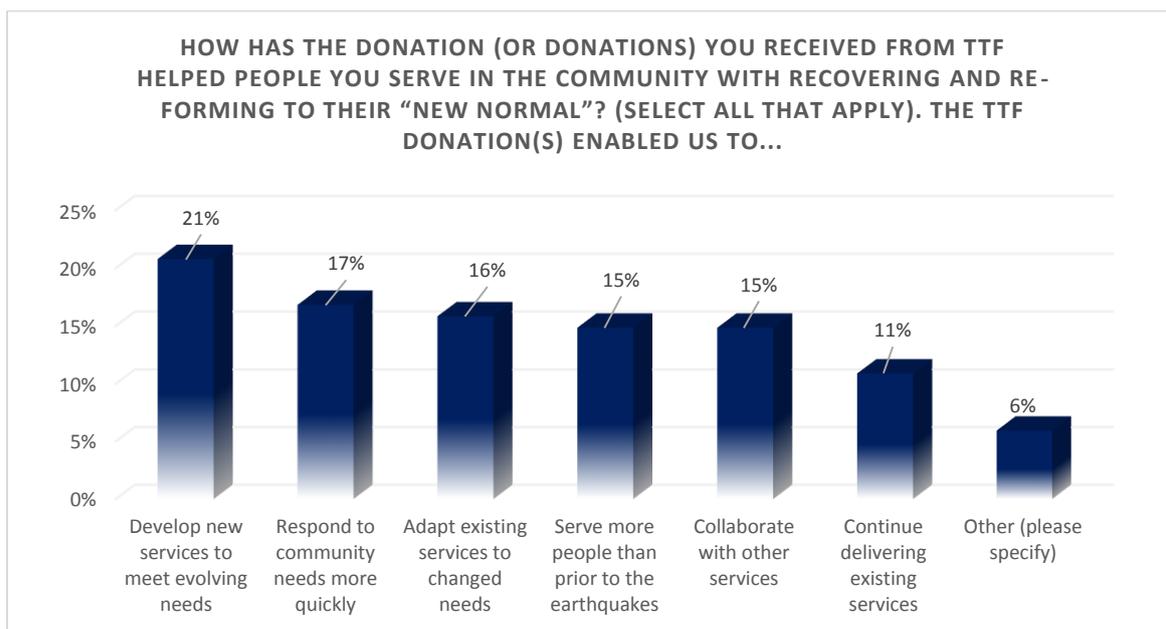


Fig 6. How Donations Help With Adjusting to a "New Normal"

Focus Group participants noted:

- A "re-focus programme" helped young people back to school and to stay there longer.
- "Kick started the local (Lyttelton) economy" with a farmers market and helped resume various services.
- Supported people in the community "step up into leadership roles" – they are now running events and have "moved into helping".
- Outcomes included a "critical mass of energy in the city", "learning, energising people, bringing more people into the city so people feel more connected to spaces."
- "Ensured volunteers were looked after" and "kept them volunteering".

Comments of the Funding Managers interviewed included:

- Did not see TTF's initial donations as achieving a lot as "in 2011 many (staff) couldn't do visits (due to road conditions and transport difficulties). Communications (by TTF staff) were with some agencies which were barely functioning."
- Another felt the purpose of the FM role needed to be developed. "Some donations were for an expansion of (our own) agency's work but we need to support partners beyond this within a strategic alliance."
- The relationship became one of "more direct access to decision-makers" and gave the opportunity to "feed information in a wider environment".
- Developed a greater sense of partnership with TTF - "previously being just one of a number."

Non-Financial Support from TTF

The next question sought comment on how TTF assisted Canterbury organisations beyond donation-making (Fig 7). (A number replied with details of their funded project which is not relevant.) The strongest indication is that TTF was viewed as a partner. ‘Advice’ and assisting donees by linking them to other funders is also of significance.

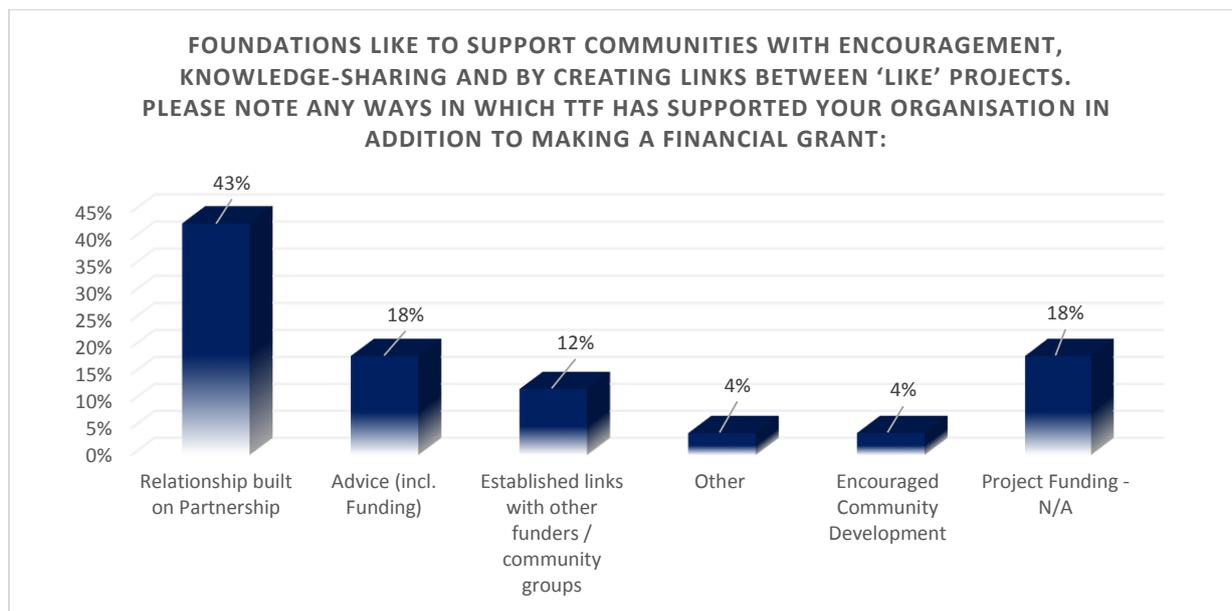


Fig 7. TTF Support Additional to Financial

Raw responses (see Appendix 2: Q5 for full details) illustrate the diversity of non-donation support given and appreciated. Where unable to make a donation, guidance on alternative funding was given and valued. Talking through matters was appreciated, such as:

<ul style="list-style-type: none"> • Discussing collaborative opportunities • Personal advice • Connecting with other projects • Gaining an understanding of what the organisation does • Sharing information about organisational development and leadership • Demonstrating TTF’s belief in the organisation 	<ul style="list-style-type: none"> • Using contacts to help a group get independent project advice • Honest feedback • Being listened to • Building capacity • Caring about staff issues and concerns • Appreciating multi-year funding needs • “Believing in our idea” • Access to a local person and “on the ground support” were appreciated.
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FMs were generally positive on contact with TTF through Dave, Evelyn and “other Trustees”. Comments included:

- The relationship was a “reporting one” ... more contact would have been useful given TTF’s aims as it “would enable FMs to explain what needs could be better responded to” (again, this FM was not Canterbury based).
- Appreciated the ability to phone and mutually share information. Felt like “we were both in it together.” Couldn’t do without each other – TTF wanted their dollars spent to achieve best outcomes. It has been like a “Collective Impact Model”.
- Across the board would define TTF as being “engaged in the issues, not just about funding.” It was “intentional engagement, problem solving, collaboration, and linking to needs.”
- Could have been helpful if a range of funders stopped focusing on “earthquake specific needs” as it became like “a layer of needs on another layer of needs” although this was more of an issue with government funding.

Suggested Improvements to Response Strategy

Survey recipients were asked to list up to three ways they believe TTF could have improved its response to post-earthquake recovery. To reduce the risk of bias the question was open-ended rather than having options to select from. Answers have been categorized by Interact Canterbury as shown in Fig 8.

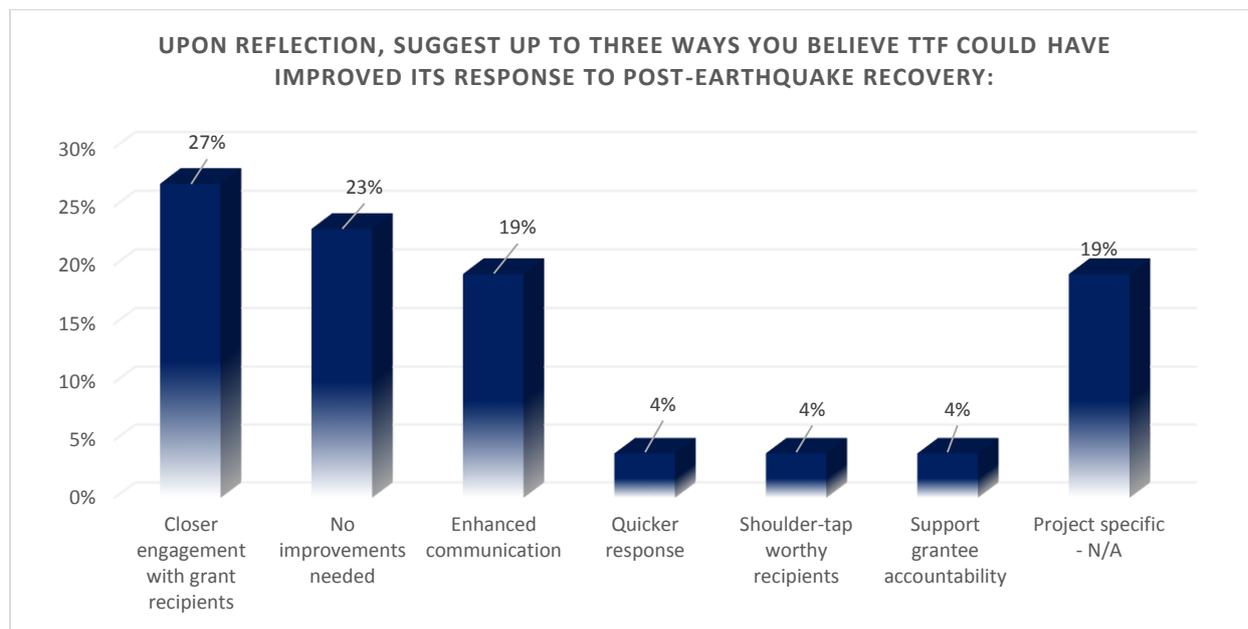


Fig 8. Improved Response Suggestions

Comments indicate groups would like TTF to:

- Know them better
- Have more meaningful conversations with front-line staff
- Make more site visits to see funded projects first-hand.
- Have more TTF staff “in the field”.

Those who did not see any need for improvements made positive comments (for full details see Appendix 2: Q6). These included comments about staff, the “excellent” application process, low key accountability requirements and communication, direct access to someone in TTF, and TTF’s responsiveness.

Those who indicated a need for “enhanced communication” mentioned TTF could “promote the good work they do”, and “help business appreciate their role in community building”.

Some answers were specific to a funded project and are not seen as applicable to this question.

Greatest Organisational Needs

This question shifts focus from the TTF response to date, to current needs facing organisations in Canterbury. Open-ended questioning was used and responses categorized by Interact Canterbury as shown in Fig 9. While a possible bias exists in the result – being a survey by TTF, a major philanthropic funder, of its own donees –the high number indicating “funding and/or resources” as their most significant need likely reflects the reality. These respondents noted:

- Ongoing pressure of costs – operational, staffing and premises (including high rents)
- Desire for sustainable funding for ongoing initiatives
- Funding for growth and “business as usual”
- Support for development of social enterprises
- Long term consequences of the earthquakes leading to a drop-off in support from traditional funders
- Long term (multi-year) funding.
- “Collaborative partnerships with funders to assist strategy development”.



Fig 9. Needs Facing Organisations

“Staff support” and “planning” followed funding as most significant. The need for staff to have a break and the difficulty of providing cover, resulting from more difficult client problems and working above capacity. This places staff under pressure and impacts on their mental wellbeing. Access to affordable training is also mentioned.

Those answers categorised as ‘planning’ relate to issues of organisational growth, clarity of strategic vision and the desire/need to become financially sustainable.

A number raised issues of “capacity” and “governance/leadership.” Capacity concerns are linked to work complexity and insufficient staff. These include succession planning and recruitment and retention of volunteers.

Focus group participants considered the state of the NGO sector in Canterbury at present. They commented:

- There is a need and opportunities exist for collaboration.
- The greatest need seen for NGOs was affordable accommodation in the central city – “it virtually doesn’t exist”.
- Need to use combined spaces and resources.
- Need for adaptability – to be aware that the city is different from what it was and for NGOs to “reflect on where they’re at”.

FM comments include:

- “I have a sense the NGOs are evolving with emerging needs. The earthquakes were a catalyst for change and they have and are changing, especially youth groups which need to be receptive to identify how things are changing.”
- There is “good collaboration happening” but the next few years “will see a number of organisations moving ... which is good when it happens but there are costs and disruptions.”
- A “need for key staffing to support social NGO housing initiatives to ensure maximisation of opportunities.” This FM, the leader of a large church agency, said the lack of dedicated staff (she had to carry the housing coordination role herself) meant that opportunities to work collaboratively on housing were limited by her available time which also exacerbated the issue of competition for funding.
- There are “layers of issues”. In relation to NGOs, this FM generally “believes they are getting on” with service delivery but face a lot of financial pressure. Also notices difficulties recruiting Trustees and volunteers due to “life and work pressures and with busyness being more challenging.”
- Concern there will be a point when additional post-earthquake funding will “dry up” and the risk of a “transition pressure point”. Many NGOs are “geared up to better respond” but there is a risk “bulge funding is or will soon be gone.” How NGOs plan for and manage this, and how funders respond, have

implications for NGOs. This FM notes the Canterbury District Health Board is already grappling with this issue in regard to mental health.

- While TTF has been careful to raise concerns about sustainability of funding this remains an issue for government and philanthropic funders.
- Concerned that NGOs will pick up support to emotionally disturbed people, noting “post-traumatic stress” and other emotional needs.

Greatest Community Needs

Survey recipients were then asked to look outwards and assess the most significant needs of those they exist to serve (Fig 10). Of greatest significance were needs relating to “Access to services”, “Resources”, “Programme opportunities” and “Home repairs/replacement”.

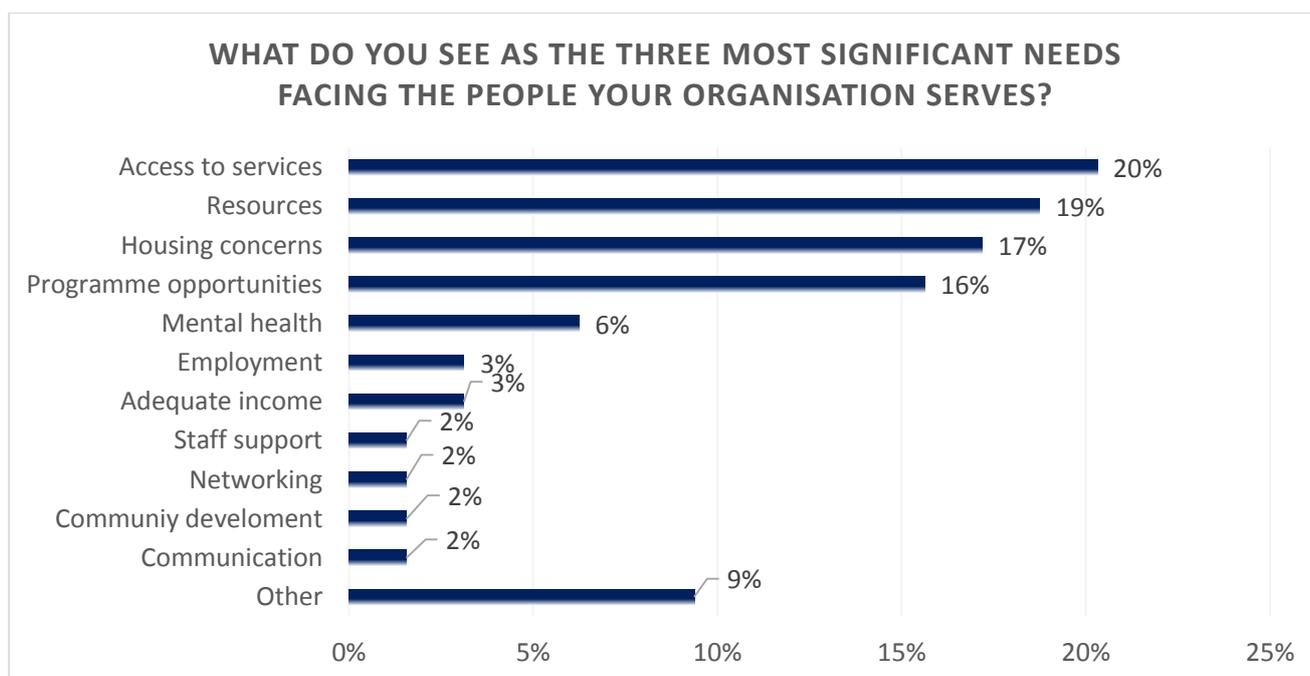


Fig. 10 Needs Facing Community

Concern about access to services relate to issues of:

- Information about services
- Bureaucratic (presumably government) services requiring use of call centres
- Isolation
- Need for budget advice
- The number of people, while reducing, with increasing complexity of problems coming under the radar of “whole of population planning”
- Need for a “one-stop-shop” to connect people to services
- Accessing services providing “best practice.”

The issue of “resources” was raised earlier in the report. Additional comments here partly relate to specific programme needs, along with affordable accommodation, the need to provide long-term interventions, training in business and micro-enterprises, assistance to access services and the related issue of poverty, as well as those mentioned before – burnout and capacity.

Those answers categorised as “programme opportunities” include:

- Educative parenting programmes
- Community based programmes to assist people with connecting to their (new) local communities
- Accessible places where people can learn and celebrate
- Provision of hands-on advocacy and programmes.

Not unexpectedly, “housing” issues continue as a concern. These relate to ongoing repair needs, insurance disputes, affordability, a shortage of warm, dry and safe housing and poor living conditions.

Focus group members saw the most pressing community needs as:

- Support for NGOs to “pull things together with a more global picture rather than individual organisations”
- A series of events “where many NGOs come together for networking, support and to have those key conversations. Let it happen ... don’t always need a purpose other than just talking. Another member commented this suggestion would need “follow-through” with additional support and leadership. Another noted time constraints, time needed for follow-up and how to avoid getting “locked into” being competitive (for Funding).

FMs commented:

- Support for self-help initiatives.
- TTF to “stick to its knitting and identify groups that are effective” and support them.
- There are always special needs facing young people – “the most vulnerable”. Earthquakes have “impacted on them with moving around, school changes, peer group disruption and family stress is harder to bear for young people.” Sees the city as fragmented with pockets of things to do and “a long haul ... between places to go...”
- Christchurch is a “tale of two cities, not just geographically but the stuck and the unstuck. Many who are stuck are facing complex issues.”
- “Many children and families are still stressed with the underlying issue being housing.”
- “Big issues around moving home with many consequences.”
- Canterbury people described as “fragile”. A “chunk of the population is getting on with life but (the agency) is seeing increased fragility in those seeking assistance and in their own staff.” In 2013, many seemed to “settle down” but in 2014, staff are again showing signs of tiredness.
- Clients, while many are in new homes, are trying to “shape a new life and there is a reaction after three – four years of keeping the lid on things. ... can be health and relationship issues. We are seeing another wave of issues in recent referrals such as anxiety in school pupils (which) has sky rocketed. This is in both primary and secondary.” This FM expects a steady wave of ongoing issues for the next 10 – 20 years.
- Other developing needs noted include resettlement into new neighbourhoods with the influx of new people into areas. The need is to develop “community capability in new housing areas” where limited support networks exist (such as Selwyn District).” He sees “pockets of issues showing up and more resources are needed in Selwyn and North Canterbury” which have limited resources or community infrastructure.

Suggested TTF Future Response

This questions asks respondents to suggest how TTF might focus its strategic direction for post-earthquake issues facing Canterbury over the next few years. The most common suggestions (Fig 11) fall into the following categories:

- Continued support
- Maintain contact with agencies
- Collaboration

Following these were suggestions around sustainable funding, community development, employment opportunities, and a disaster strategy. (See Appendix 2: Q9 for detailed answers)

ALONG WITH EXISTING NEEDS, NEW AND EMERGING POST-EARTHQUAKE CHALLENGES CONTINUE TO CONFRONT PEOPLE. OVER THE NEXT FEW YEARS HOW MIGHT TTF'S OVERALL STRATEGIC DIRECTION SUPPORT A POSITIVE RESPONSE TO THESE CHALLENGES?

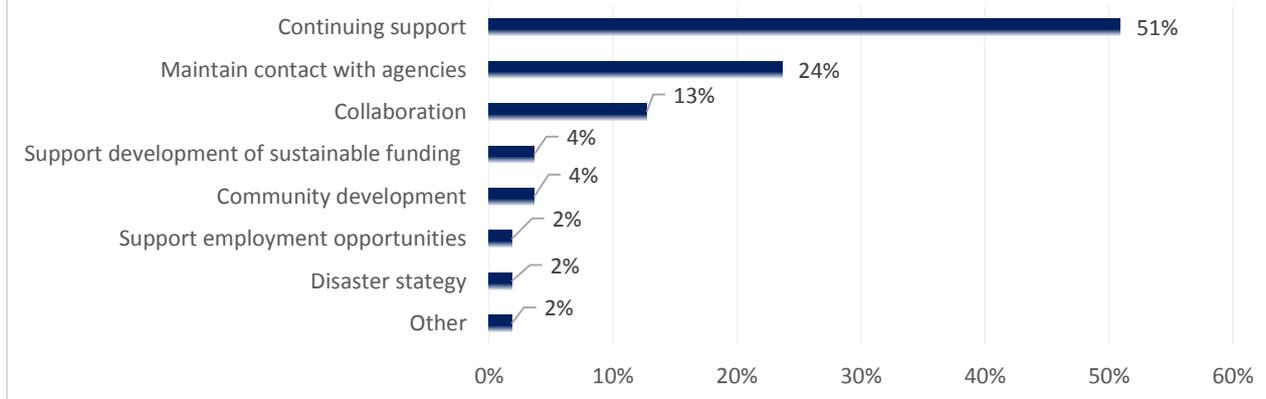


Fig 11. TTF Strategic Direction Suggestions

Comments on the need for TTF to focus its future direction on “Continuing support” often referenced a particular project already being funded. These are not elaborated on here as they are able to apply for and discuss their ongoing needs with TTF staff. The issue however, relates to basic operational and programme survival. Other comments refer to:

- Considering funding “out of the norm” projects or services
- Funding multi-year initiatives
- Supporting community building initiatives by proven providers
- Continuing to be “nimble and adaptive”
- Have “fluid” criteria
- “Stay with Christchurch as long as it takes”
- “Be the Trust that can support great new things that others are too rigid to support”, “communities connecting ... community solutions”,
- “Be the Trust that fosters innovation”.

Respondents clearly hope to see TTF maintain contact with agencies. These comments were based on a desire for TTF to continue being informed by community groups and research, to enable agencies to support their staff, to ensure the “new vulnerable – as opposed to those traditionally seen as vulnerable and likely to attract government support – are supported and to continue to listen well and have “direct engagement” with NGOs.

References to collaboration suggest TTF takes a “leadership role” in expecting collaboration between services and agencies. Five respondents made particular mention of housing and advocacy around housing.

Some non-donee information has been gathered during research of this report. Details of these are recorded in Appendices eight to twelve. These sources are included here to add weight to TTF’s future strategic direction for Canterbury.

Findings from these sources are:

Appendices eight and nine: Nathan Willis, Brainwave Trust and X Factor Education

In a talk to Catholic Primary School teachers, which Interact Canterbury was invited to attend, he outlined the impact of post-earthquake stress on children born during and after the lengthy earthquake series. He notes:

- Pre-earthquakes around 85 percent of children entered school ready and able to learn – this is now around 60 percent in Canterbury.

- Children in the 0 – 3 age group “learn what state to live in” and, if this is highly stressful, they see this as a “normal” state to live in. Re-programming can be undertaken over time but imprinting in these years is strong and is the state they are in when starting their schooling.
- Stress and trauma impact the frontal cortex, the part of the brain which impacts on learning ability and consequently behaviour. Cognitive behaviour therapy does not work on the part of the brain which needs to be treated to enable the frontal cortex to function.
- The dynamic school environment does not help either. Children with frontal cortex related learning difficulties need strong, one-on-one relationships with consistency and engagement over time. Such cannot be provided by busy teachers in a stimulating learning environment.
- He suggests existing researched and evidenced-based programmes which “facilitate the healthy formation of the dyad or more typically, mother/child relationship” be supported. He also encourages funders to support programmes that “use music and play as therapeutic interventions” rather than cognitive behaviour approaches, and funding for Early Childhood centres to provide parent education to empower parents to meet the needs of their children.

In a public talk given by Dr Rob Gordon, a psychologist with experience working with people affected by emergencies and disasters (App. 11), relevant points were:

- Many “put away” their bad experiences and “get on with what they have to do” – such as dealing with insurance/EQC issues.
- Once the need for immediate assistance is past most will try to “bury disaster issues” while there is a need to “open the door” on these or there is an increased risk of negative health consequences with personal energy being redirected to keeping feelings hidden.
- Often long term trauma can make those things most important to us suffer, such as family, as energy is lost (e.g. parents may not play with children who in turn shut down from their parents).
- Ideally need to accept the pain, which will ease in time, acknowledge our stress, change routines to what is of real value to us and take time off to do nothing.
- Many are at different stages due to the variety of issues being confronted. Helps to identify what is most important to us – relationships, health, friendships ahead of things that “officialdom” forces us to focus on such as finances, housing etc.

A recent research report has been released by the *All Right?* Campaign. *All Right?* is a Healthy Christchurch initiative led by the Canterbury District Health Board and the Mental Health Foundation of New Zealand.

They carried out research late in 2014 (see Appendices 10 and 12. Findings indicate that:

- Christchurch city residents were, in general, more likely to feel tired or overwhelmed in 2014 compared to 2012, with impacts on sleep quality.
- Insurance settlements have significant impacts on wellbeing with those whose claims remain unsettled being more likely to feel tired, stressed, frustrated, uncertain, insecure and/or angry
- Over ¾ of residents believe authorities are focused on the wrong priorities, over half felt angry about decisions being made by authorities and many fail to understand the time it is taking “for things to get back to normal”.
- There were some positive results identified also. Fewer are concerned about another big earthquake happening, over 80 percent reported “they had a better sense of what is important to them now compared with three years ago”, more felt their life had been “normal” over the last 12 months, they were less likely to feel angry than in 2012, less are likely to be concerned about job security and fewer reported financial problems because of the earthquakes.
- One extract of the report summary (App. 10) breaks down responses about attitudes to children. This shows:
 - “About three quarters of respondents reported enjoying spending time with their children now (75 percent in 2014, 80 percent in 2012)
 - About three quarters of respondents reported trying not to let their children see them worried or anxious (74 percent in 2014, 76 percent in 2012)

- Just over half of respondents agreed that they feel anxious about their children’s safety (54 percent in 2014, 56 percent in 2012)
- Almost half of respondents reported feeling they don’t have the time they would like to spend with their children (45 percent in 2014, 49 percent in 2012)
- About a third of respondents (that have children) agreed their children were anxious or clingy (30 percent in 2014, 38 percent in 2012)
- About one fifth of respondents (that have children) agreed that their children had more health issues than they did three years ago (18 percent in 2014, 23 percent in 2012).”

Respondents Asked to ‘Dream’

Survey recipients were invited to “dream” and suggest what they would do to assist the most vulnerable in our communities. Many suggested supporting the area in which they work, but the intention of the question was to encourage creative responses to need from a “helicopter” perspective (for details of all answers see Appendix 2: Q10).

Suggestions perhaps worth exploring include:

- “Our most vulnerable are possibly vulnerable for a very short time but their needs are often extreme and not well served by traditional service delivery. Without budget restrictions we would have project leaders for those areas which are best led by the community rather than government. Much of this role is about re-organising existing resource to ensure it is being used most efficiently and effectively - resource to go to the community to find, triage and act. This means creating visibility and trust of those in the community who can help the residents and also have the skills to triage need and refer to the most appropriate existing support. We are at the stage in recovery where we need an individual approach rather than a global approach for those residents who are stuck and suffering extreme or overwhelming stress as a result of the recovery phase. These people are now turning up in an already overburdened mental health system which will face budget cuts due to a perceived demographic change within Canterbury.”
- “Investigate the establishment of a physical space/service for local people to meet their needs using a person-centred design approach with the aim of strengthening families and communities.”
- “I would be seriously looking at systems such as Timebanks that recognise that everyone has something to contribute. We (I'm meaning everyone - not TTF) have been too busy helping in a one sided sort of way. So we need to hear the voice of the vulnerable and get them as part of the solution.”
- “Provide assistance with bonds to support people into rental homes; provide subsidised rental accommodation; provide free legal support for the working poor (e.g. those who need Protection Orders but can't get legal aid); offer our services to non-traditional areas which we can't afford to do now e.g. prisons, schools, service clubs.”
- “Recreate the temporary multi-ethnic support centre model that was run by "Settling In" and the Christchurch Migrants Centre at Rehua Marae after the February 2011 quake. This model could be used effectively with disadvantaged (including geographic) communities.” (The model was a unique response which brought together migrant, Maori and other sectors to work together to support each other through the early recovery days. A “Lessons Learned” report is available if desired.)
- “I would build communities of small warm houses with solar panels for power in circles that surround communal vege co-ops and family friendly cycle ways and bring volunteers in to give weekly budget advice training, vege growing training, basic carpentry and lots of other shared skills. Christchurch needs housing solutions that don't have price tags that start with a 3!”
- “Provide transport to essential services for 6 months. Do a vege and fruit centre at community centres in poor areas and look at other added resources for whanau that have had to shift because of the quakes or have higher rent because of the Chch quakes.”

CONCLUSIONS

TTF's overall response

The overall response to Canterbury's earthquakes rated highly. Especially important to donees was the opportunity for easy two-way communications which led to mutual trust, motivated NGO staff, guided TTF's focus (both its short and longer-term response strategies) and ensured TTF appreciated and understood the needs and the most appropriate response as the situation unfolded.

How well TTF's strategy filled a particular niche to meet needs responsively and proactively

The application process was viewed positively and appreciated by groups operating in an environment no-one had experienced before. TTF's understanding of the local situation and its range of contacts – NGOs and other funders – enabled it to broker relationships with these funders and reduce delays in assessing its own applications. If not suitable for a TTF donation it appears other opportunities were suggested rather than the applicant being turned away to fend for themselves.

Empowerment felt by organisations was largely due to the quality of the relationships TTF had, and still has, with the Canterbury NGO sector and other funders. TTF's willingness to listen to front-line people and its responsiveness led to a sense of partnership, which is ideal for a philanthropic trust.

TTF's response to long-term needs is also viewed positively, largely for the same reasons – relationships and communication.

Only by doing this more (e.g. taking a facilitation role to explore local needs and resources) and a leadership role with other funders (possibly a delicate issue) could TTF have perhaps further enhanced its responses, assuming it had the capacity to do so.

Strengths and weaknesses of the response

The strengths of TTF's response strategy were in the close links established with appropriate people and organisations through positive communications which enabled needs to be understood and responded to, quickly.

No obvious weaknesses on its response are evident in responses and comments. Comments from one non-Canterbury based Fund Manager appear to show a limited appreciation of what was happening. It seems this Fund Manager may not have used front-line FMs (as most if not all other national FMs appeared to do) which led to him feeling left out of things. It may be that in any future disaster response the need for national (non-Canterbury based) FMs to use or delegate to local people is emphasised as best practice.

Benefits from donations

Assessment of the benefits resulting from donations made to Canterbury during this response phase would be a major evaluation exercise in its own right involving the assessment and measurement of individual donee projects. This has not been the case in this evaluation. Given the broad focus of this evaluation, a number of themes are evident. Donations supported a mix of appropriate responses as communities grappled with existing and new needs, the unknown, and damaged or destroyed organisational infrastructure. This mix of responses is evident in donations being used for new services, to enable quick responses, to adapt or expand existing services, in collaborations and for maintenance of existing services. In many ways nothing more could be asked of a funder than this.

Benefits coming from donations had wide ranging results with a mix of “outcomes” as well as more measurable actions. Donations were made trustingly at a time many groups struggled with transport problems (e.g. client access) and often resulted in long term benefits, such as enabling people to step up into community leadership roles.

One suggestion relating to the role of Funding Managers (which comes from a Funding Manager who took up her role in late 2014) suggested expanding the FM roles to provide support to partner organisations beyond their own agency. If this comment has validity a review of guidelines (at least for any future disaster response) may be warranted.

Non-monetary benefits from TTF’s strategy

The relationship organisations had with TTF brought about many additional benefits beyond monetary donations. This provided Canterbury NGOs with a wider perspective, increased options, access to other funders and “like” projects, along with a sense of moral support, encouragement and concern for their needs.

This would have been especially significant during 2011 and 2012 as the enormity and scale of problems being faced by agencies became increasingly evident and significant earthquakes continued to strike. The level of trust would have added real value and encouraged open and honest communications. Such honesty is not always experienced by funders with applicants wishing to put a “positive image” before them but in this case any concern of negative consequences was minimised.

How TTF’s response might have been improved.

While TTF’s strategic response has been rated extremely positively and 23 percent of respondents see no need to change anything, there are some suggested improvements.

The positive impact of close relationships with local NGOs and FMs could have been even further enhanced by more of the same. As TTF staff were no doubt extremely busy this could only have occurred with more staffing resources or if the role of the jointly funded TTF/Todd Foundation contract worker had included targeting immediate needs alongside identifying and guiding the long term strategy and assessing evolving needs.

It seems some groups may not have felt as fully understood or appreciated as others and an expansion of resources, allowing for more direct involvement with a wider range of groups, may have reduced this concern.

A suggestion that TTF promote its good work seems related to the potential for letting businesses know of its role in community building. While no further comment was made about this suggestion, and it is made without knowledge of what actions TTF trustees may have taken, it may be worth considering how Trustees might use their national business connections to add support to TTF’s initiatives.

A report to the Todd Foundation prepared by Interact Canterbury in 2013 included one recommendation along these lines. It recommended the Todd Foundation:

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

That report also included a number of recommendations relating to future responses to a disaster which could have relevance to TTF but is not one of the terms of reference for this review.

TTF's strategic priorities for Canterbury over the next two to three years

In identifying future priority needs survey participants, focus group members and Funding Managers commented on the needs of Canterbury NGOs and communities and where they believe TTF might focus its strategic direction. To stimulate creative thinking survey participants were also asked how they would use an unlimited funding pool to support Canterbury. A number of external sources of information were also used.

The most important need for funding is already well known to the Foundation and the high number who rated "Funding for resources" reflects this. Survival of services depends on many things and these are well covered in other areas identified as significant for NGOs – support for staff, planning, capacity, governance/leadership and so on. Many organisations still face relocating premises. As this arises there will be financial issues for which TTF's support may be crucial. This provides an opportunity for organisations to consider joining with others in a similar position and exploring shared facilities and resources. TTF's approach of keeping in regular contact with local organisations and community needs provides it with the capability to ensure support for organisations is not only based on their survival needs but primarily on the recovery needs for their services in Canterbury.

Some desire for developing sustainable sources of funding also merits support, alongside ongoing discussions about transitioning – over time – from additional post-earthquake support to when funding will return to "normal". Along with the Working Together More Fund, TTF encouragement and support of collaborative initiatives could help stretched services continue to respond to the high level of needs and possibly lead to creative NGO shared accommodation and/or resource solutions.

In the short-term TTF might also consider continuing to assist NGOs support their struggling staff as the pressure on many of them remains high.

Where multi-year funding appears warranted it would be of real value to raise this with applicants and, where agreed, have them develop programmes reflecting the term of the donation.

Social and affordable housing is an area in which TTF has taken an active brokerage role and has supported agencies trying to respond to this need. However, the cost of home building is likely to continue to block TTF funding direct provision of homes. Programmes that either promise to deliver such housing or mitigate the negative impacts of poor housing provision warrant additional support in Canterbury. It has been said that the overall scale of house building in the region is likely to match demand late in 2017, which may indicate a suitable timeframe for any additional support in Canterbury for housing.

Programmes and organisations that encourage communities to develop themselves – either in newly built communities in the Selwyn and Waimakariri Districts or significantly changed existing communities – would assist these communities to develop healthy social environments.

TTF's role post-earthquakes in linking organisations and funders has been valued and the continuation of this work, with perhaps some added focus on social housing, would add value in responding to issues.

The Brainwave Trust's comments offer some direction for supporting families, stressed as a result of the earthquake recovery, and particularly those with children aged 0 – 3 years. Suggestions how to avoid children becoming unable to learn are outlined in comments made by a Brainwave Trust representative. These include support for programmes that:

- Re-programme children (up to and including school age)
- Develop healthy one-on-one relationships between children and their parent(s)
- Use music and play therapy (rather than cognitive behaviour therapy)
- Provide parent education that empowers parents to meet the needs of their children.

Comments by Dr Rob Gordon, supported indirectly by the *All Right?* Campaign's research, illustrate the need for supporting programmes for people in need of psychological help to deal to closed off emotions, with the flow-on risk to those with children of passing on their emotional "shut down".

Programmes which respond to the ongoing stresses of those still resolving insurance and EQC disputes could be a small, but significant group worth targeting for support. It can be expected this need will continue to reduce steadily.

Trustees may wish to consider suggestions arising from the question inviting participants in this review to “dream” about the possibilities. In particular this consideration might include assisting development of community leadership (bearing in mind that to Interact Canterbury’s knowledge many community leaders stepped up in the years following the worst earthquakes but often burnt out, were relocated from red zoned areas, or became focused on the complexities of their own personal situations.)

RECOMMENDATIONS

It is recommended that The Tindall Foundation:

1. In terms of best practice, plan for any future disaster response by documenting successful aspects of the Canterbury response strategy. Key aspects to include:
 - Maintenance of frequent and direct contact with front-line agencies in the disaster zone to ensure prompt collaborative action
 - Implementation of a simple application process allowing for a higher-than-usual degree of trust in the integrity of applicants
 - TTF staff, involved in the disaster response, to have a role in funding-brokerage and to link organisations developing similar projects and programmes
 - Funding Manager role clarification and use of locally based Funding Managers to ensure a hands-on frontline response is applied to best effect
 - Monitoring donations made by Funding Managers and TTF so they reflect the varied needs of the disaster.

2. Over the next two to three years, in addition to its standard donations programme, the Foundation focus its Canterbury Recovery Strategy on:
 - Services rather than organisational costs of organisations that demonstrate responsiveness to ongoing earthquake recovery needs
 - Maintenance of regular contact with donees, applicants and relevant organisations to ensure full awareness of the still unfolding Canterbury situation
 - Assisting community organisations develop and implement sustainable funding models
 - Relocation costs for community organisations where they have explored a range of options, including shared facilities with other organisations
 - Continued collaboration with the Working Together More Fund to encourage practical and creative collaborations at project, programme and organisational levels
 - Inviting organisations to propose solutions and seek funding where there is a demonstrated need for support of exhausted staff
 - Increasing the option of multi-year funding with appropriate applicants and encouraging them to develop their project to reflect this funding model
 - Encouraging organisations that support new Canterbury communities, to where many earthquake victims are relocating, and communities from which many are leaving, to develop community-building programmes

- Supporting donation applications from organisations with appropriate interventions to assist post-earthquake stressed families with children aged 0 – 3 years (in line with suggestions from the Brainwave Trust)
 - Funding organisations offering support to children with learning difficulties caused by family stress from age four to school new entrants
 - Supporting services that offer assistance to stressed people in dispute over insurance or EQC matters as a result of earthquake damage.
3. Review its position on encouraging Trustees’ business contacts and partners to support TTF initiatives or, alternatively, contribute directly to disaster recovery.

Bede Martin
Director
Interact Canterbury