



Natural Disaster Recovery Knowledge & Issues Paper

[Abridged Version]

October 2013

Executive Summary

This paper aims to stimulate thought and discussion about the strategic challenges and opportunities for philanthropy in natural disaster recovery. It provides an up-to-date reflection of the natural disaster recovery sector in Australia, specifically in relation to current approaches and practices in community recovery and the role of philanthropy in assisting community recovery.

After more than six years in the field, FRRR has an opportunity to reflect on the experiences and lessons learned from its engagement in natural disaster recovery and to consider how FRRR can improve its role in the future. To that effect, this paper draws upon Australian and international evidence of best practice, as well as FRRR's own experiences.

While primarily commissioned to inform FRRR's practice and strategy in this area, this paper should also be of interest to other philanthropic organisations.

A major finding of this paper is a shift in the ways in which communities are supported to prepare for and recover from natural disasters. The National Strategy for Disaster Resilience (COAG, 2011) suggests a move from an 'emergency management' emphasis to greater consideration and planning for prevention, mitigation, preparedness, and recovery, as well as response. The strategy documents the need to focus more on action-based resilience planning, strengthening local capacity and capability, with a greater emphasis on community engagement and understanding the diversity, needs, strengths and vulnerabilities within communities. This new perspective contains elements that are closely aligned with FRRR's mission and approaches to supporting communities within its other grants programs and presents a number of opportunities going forward.

Actions FRRR will investigate include:

- Utilising its networks to join the policy discussion about disaster preparedness and involve philanthropy in the development of policy and practice, drawing on the Foundation's knowledge and expertise in supporting the renewal of rural, regional and remote communities;
 - Increasing understanding within business, philanthropic and government sectors of the need for and benefits of supporting preparedness and prevention;
 - Engaging members of the philanthropic and corporate sectors in discussion and planning about how to support a preparedness approach, while maintaining engagement in response and recovery; and
 - Establish an evaluation framework, adopting an outcomes-based approach, to enable measurement against aims and objectives. Combined or compared with evaluation of other FRRR programs, the findings would provide a rich source of data for use across a range of platforms.
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Contents

Executive Summary	1
1.0 Background and Context	3
1.1 Natural Disasters in Australia Over the Past 10 years	3
1.2 Stages of Disaster Recovery for Communities and Individuals	4
1.3 The Importance of Prevention and Preparedness	5
1.4 National Strategy for Disaster Resilience (NSDR)	7
2.0 FRRR's Experience & Approach	7
2.1 FRRR's Natural Disaster Response Framework	8
2.2 Lessons Learnt: A Review of FRRR's Response to the 2009 Victorian Bushfires	9
3.0 Best Practice in Natural Disaster Recovery	11
3.1 Key Success Factors in Disaster Recovery for Organisations & Philanthropy	11
4.0 Disaster Preparedness and Resilience Building	14
5.0 References	15
6.0 Roles & Responsibilities of Key Organisations working in Community Recovery	17

1.0 Background and Context

The first section of this paper provides an overview of the natural disaster recovery space in Australia, specifically the theory and conceptual frameworks underpinning practices in community recovery. It also outlines FRRR’s approaches and experience in supporting community recovery from natural disasters.

1.1 Natural Disasters in Australia Over the Past 10 years

Australia has experienced an increasing frequency of natural disaster events over the past decade, resulting in significant financial cost to local and the broader Australian economies, as illustrated in Figure 1. The graph shows the individual and cumulative cost of natural disaster events between 2002 and 2012 and the differences between the types of disasters and their relative costs in terms of insurance claims lodged. The erratic nature of natural disasters and the number of events over the past 10 years is illustrated in Figure 2. The unpredictability of the disaster events is apparent, as is the increasing frequency of events. The two figures demonstrate that it takes fewer than five events in one year to cost the Australian economy conservatively between \$0.5B and \$1.5B. In 2012 alone, the total economic cost of natural disasters in Australia is estimated to have exceeded \$6 billion. These costs are expected to double by 2030 and to rise to an average of \$23 billion per year by 2050, even without any consideration of the potential impact of climate change. Each year an estimated \$560 million is spent on post-disaster relief and recovery by the Australian Government¹.

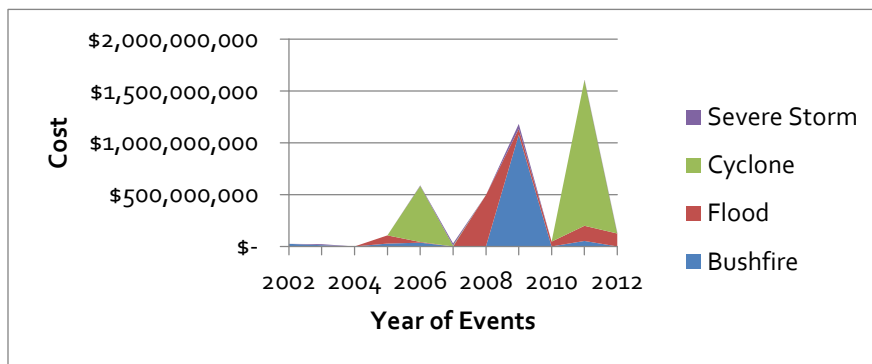


Figure 1 Value of Insurance Claims from Natural Disasters 2002-2012. (Insurance Council of Australia)

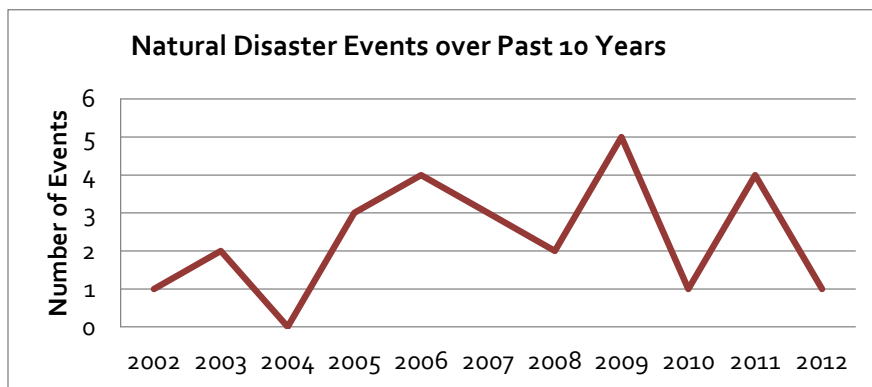


Figure 2 Number of Disaster Events in Past 10 Years, Rural, Regional & Remote Australia (Insurance Council of Australia)

¹(Deloitte Access Economics, 2013)

1.2 Stages of Disaster Recovery for Communities and Individuals

Individuals and communities experience different stages of recovery following a disaster. There is a great deal of literature on this section and below we highlight the key conceptual frameworks used in current practices in Australia, to inform discussion about strategic challenges and opportunities.

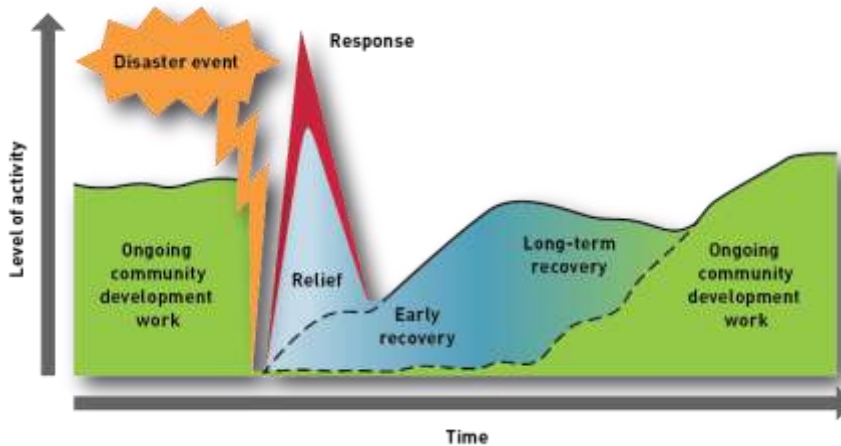


Figure 3 Stages of Disaster Recovery (Gordon, 2011)

At an individual and community level, Gordon (2011) proposes a recovery model that encompasses the first four years following a disaster.

- Stage 1: Survival (1-6 months)
- Stage 2: Endurance (6 months – 2nd year)
- Stage 3: Identity crisis (2nd – 4th year)
- Stage 4: Recovering from the recovery (4th year +)

The Third Stage of recovery is an important period, as far as philanthropy is concerned. It is during this medium term period that the event may have moved out of the media spotlight with attention shifting to the next issue or community need. There will be significant rebuilding activity, drawing heavily on the resources of community members and requiring sophisticated capacities to manage the recovery effort. Individual and community identities can begin to fragment and any security or solace found in the 'disaster identity' can be lost or diminished the closer communities get to completion of rebuilding. This can repeat the sense of uncertainty and disorientation experienced immediately after the disaster. It is common after the third year for core government relief and assistance to be scaled back and recovery activities to be absorbed back into mainstream services.

A Fourth Stage is proposed by Gordon (2011) which is concerned with 'recovering from the recovery'. This Stage recognises the immense toll that recovery takes on individuals and communities and provides the next step after the recovery work itself is complete; finding a new normal and living life in relation to an altered future state. The Fourth Stage acknowledges the need for renewed energy, a focus on stepping away from recovery toward an identity expanded beyond the disaster.

In addition to Gordon’s Stages of Disaster Recovery model, the Federal Emergency Management Agency (FEMA) proposed a three-tier timeframe of Disaster Recovery which can be seen below.

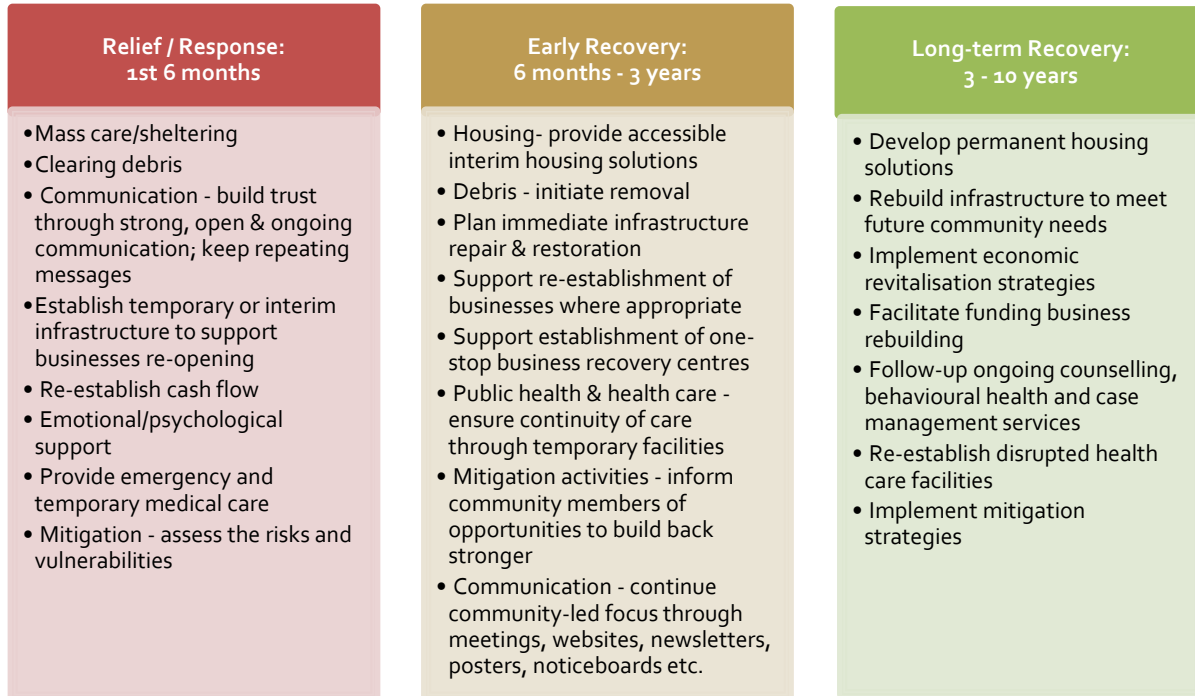


Figure 4 Timeframes of Disaster Recovery (FEMA, 2011)

1.3 The Importance of Prevention and Preparedness

While the focus is on recovery and the associated activities that are undertaken within those stages, it is also critical for communities and relevant organisations to incorporate disaster prevention and preparedness into planning and community development activities. A community that is well prepared will have a much higher chance of surviving a disaster and of experiencing a smoother recovery process. However, as reported in *Building our nation’s resilience to natural disasters*², each year an estimated \$560 million is spent on post-disaster relief and recovery by the Australian Government compared with an estimated consistent annual expenditure of \$50 million on pre-disaster resilience: a ratio of more than \$10 post-disaster for every \$1 spent pre-disaster. These material, social and economic costs have, understandably, generated considerable discussion on how we might reduce our vulnerabilities to natural disaster threats. As recognised in the National Strategy for Disaster Resilience (NSDR), the task of building more resilient communities is complex and requires greater collaboration between government, business and communities³.

² Deloitte Access Economics, 2013

³ The Australian Government Budget 2013-2014, handed down on 14 May 2013, allocated \$50 million per year over two years to reduce flood risk, in Deloitte Access Economics, 2013

FEMA proposed The Disaster Response Cycle (2011) as seen in Figure 5, which illustrates Prevention, Preparedness, Response and Recovery stages which can enhance the speed and success of responses to disaster recovery.

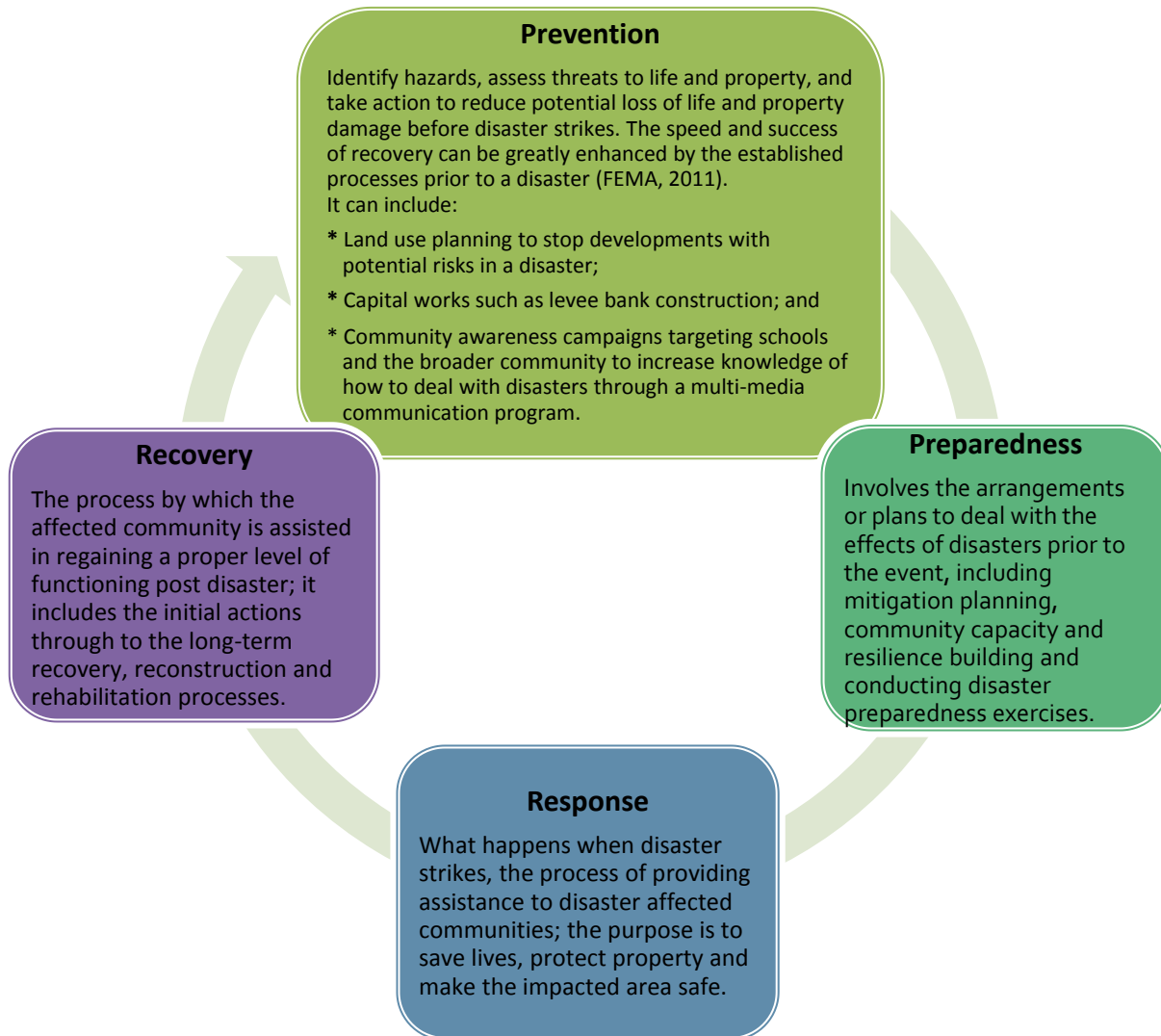


Figure 5 The Disaster Response Cycle (FEMA, 2011)

1.4 National Strategy for Disaster Resilience (NSDR)

The NSDR acknowledges the importance of developing new ways of doing things that enhance existing arrangements across and within governments, businesses, the NFP sector, and the community, to improve disaster resilience and prevent complacency setting in once the memory of a recent disaster has subsided (NSDR, 2011).

Many known factors increase vulnerability and communities' susceptibility to disasters such as:

- Changing work life patterns, lifestyle expectations, demographic changes and community fragmentation;
- Pressures for urban development extending into areas of higher risk from natural disasters; and
- Expectations that the same services and facilities will be available wherever we choose to live.

The new NSDR recognises that disaster resilience requires integrated, whole-of-nation effort encompassing enhanced partnerships, shared responsibility, and an adaptive and empowered community that acts on this understanding.

Disaster resilience is a long-term outcome, requiring a long-term commitment to achieving sustained behavioural change. It will take a number of years and political cycles to achieve such resilience. Further information can be sourced from the Australian Government Australian Emergency Management Institute Website for NSDR:

(<http://www.em.gov.au/Publications/Program%20publications/Pages/NationalStrategyforDisasterResilience.aspx>).

2.0 FRRR's Experience & Approach

FRRR has been assisting communities in recovery from natural disaster events since Cyclone Larry in 2006. The ways in which FRRR has engaged in response efforts have evolved and matured over time but FRRR has always taken a flexible, dynamic and community-led approach.

FRRR has led the way in the philanthropic sector's response to disaster recovery and in 2009, established a formal collaboration with a number of other trusts and foundations to fund the recovery from the 2009 Victorian bushfires and then again in 2011, to assist the communities impacted by the 2010/2011 Victorian floods and Queensland cyclones and storms. In 2011, FRRR articulated and formalised the many experiences and lessons gained from working in this space, into the FRRR Natural Disaster Response Framework (NDRF), which is now embedded into FRRR's organisational strategy and operations, with dedicated resources to develop and manage the implementation of the Framework.

2.1 FRRR’s Natural Disaster Response Framework

The FRRR Board has taken a long-term view of the role that FRRR and philanthropy can play in disaster recovery. This was a bold decision within the philanthropic sector. Past philanthropic responses to natural disasters have been on an ad-hoc basis and driven by the events themselves rather than by a strategic imperative to embed philanthropy (and its unique capabilities) within the disaster recovery field of practice.

FRRR’s Natural Disaster Response Framework (NDRF), illustrated below in Figure 6, encompasses a range of activities, from grassroots community grants to advocating and partnering with governments to foster strategic responses to recovery. The Framework is a flexible, dynamic model through which FRRR can act strategically rather than merely react to natural disaster events and associated needs in communities.

FRRR seeks to achieve the following high level outcomes through the Framework:

- Community groups have capacity and resilience to deal with future disasters and systemic change;
- Community groups have established networks, partnerships and skills to support their ongoing sustainability and development; and
- The philanthropic sector, state, local and federal Governments are educated about the community-led recovery principles, which are embedded within the emergency management policy.

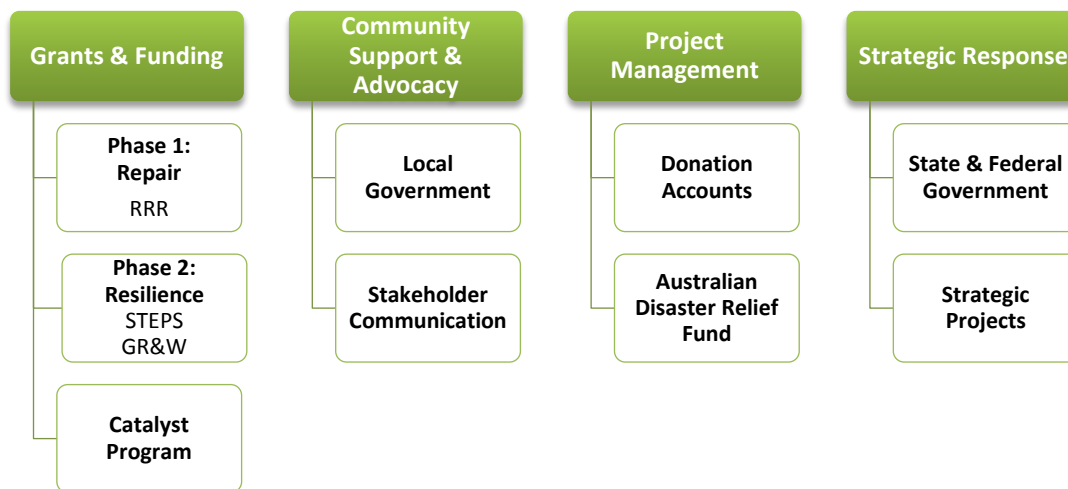


Figure 6: FRRR’s Natural Disaster Response Framework

The aims and objectives of each of the grant programs are provided below.

Program		
Repair-Restore-Renew (RRR)	Early recovery 12 months post-disaster	<ul style="list-style-type: none"> To assist communities with community renewal, community infrastructure, community arts, mental health and volunteer support initiatives.
Skills, Engagement, Practical Support (STEPS)	Early recovery 12 months post-disaster, onwards	<ul style="list-style-type: none"> To relieve volunteer fatigue and assist in the development of new leaders within disaster recovering communities. To support projects that build community leadership, training and skill development, strengthening community networks and communication, mentoring, and human resource support.
Grants for Resilience and Wellness (GR&W)	Long-term recovery 3 years +	<ul style="list-style-type: none"> To assist communities to connect, share experiences, enhance individual and community wellbeing and resilience, and build strengths and capacities for the future.
	Preparedness	<ul style="list-style-type: none"> To provide communities with assistance towards community-strengthening and resilience-building projects.
Regional & Project Donation Accounts	Early and mid-long term recovery	<ul style="list-style-type: none"> A facility for philanthropic bodies, corporates, organisations or communities that wish to raise funds or give into a specific community or region or for a specific purpose.

Table 1: FRRR NDRF products and services

2.2 Lessons Learnt: A Review of FRRR’s Response to the 2009 Victorian Bushfires

An independent review (by Helen Morris) of the collaborative response to the 2009 Victorian bushfires found a number of strengths in FRRR’s Natural Disaster Response Framework. This report was published in December 2012.

The report identified a number of key findings which are summarised as follows:

- There is a unique and valuable role for philanthropy in disaster recovery. Philanthropy has a culture of flexible funding that is responsive to need, and it has tax law provisions enabling this.
- FRRR is in a prime position to lead the philanthropic sector in disaster recovery in rural and regional communities. With its wide reach across Australia, its long experience in working with communities at the grass roots level and its special tax provisions, FRRR is unmatched as a leader in rural philanthropy.
- FRRR delivered benefits for communities, donor foundations, companies, and government through its individual and collaborative responses to the fires. In addition to its flexible, accessible and responsive grants program for bushfire communities, FRRR provided other philanthropic and corporate donors with a well-resourced mechanism for strategic giving into those communities. As a partner with the Victorian Government through the Victorian Bushfire Reconstruction and Recovery Authority, FRRR was able to widen the government’s recovery funding scope, and provide learning about the benefits of partnering with philanthropy.

- Bushfire communities benefitted from the collaborative philanthropic response to the bushfires in ways that individual foundations might not have been able to deliver. Most Review respondents believed that the collaboration of donors through the RRR Program enabled a comprehensive funding program encompassing multiple donors that was simple, accessible and responsive.

The Review recommended that FRRR maintains a disaster mitigation and response program through which it:

- Builds on, documents and shares what was learned from the bushfires;
- Leads the sector to prepare for an effective response to future disasters;
- Promotes a strategy and provides for foundations to expeditiously collaborate if needed; and
- Represents the philanthropic sector in national and state level disaster planning and response.

FRRR has taken these recommendations on board and is integrating these into organisational practices. Further to these findings, the data collected by FRRR from managing and delivering the Repair Restore Renew grants program, donation accounts and of working with a wide range of stakeholders, has provided rich insights into the community recovery process and the trends in demand for particular types of resources at the different stages of recovery.

3.0 Best Practice in Natural Disaster Recovery

With the increasing number and frequency of disaster events occurring across the globe, a great deal of work has been undertaken to improve the practices employed in community recovery efforts, both in Australia and in other nations impacted heavily by natural disasters in recent years (including the United States of America, New Zealand and Haiti). The following section shares some of the lessons that have been publicly documented and compares these with FRRR’s own experiences and intelligence.

3.1 Key Success Factors in Disaster Recovery for Organisations & Philanthropy

Summary of key success factors in disaster recovery and renewal	Description	Synergies with FRRR’s practice, knowledge and experience
Long-term commitment	<p>Long-term recovery timeline covering emergency relief, early stage recovery and longer term community reconstruction and renewal with adequate support and funding provided to meet long-term needs</p> <p>Take a long-term approach and invest in mitigation and preparedness.</p>	<p>FRRR’s Natural Disaster Recovery Framework (NDRF – comprising RRR, STEPS, GR&W and Regional Donation Accounts) enables funding for community led reconstruction, renewal, leadership and social capital support, in the medium to long-term.</p> <p>FRRR continues to inform donors and potential donors on the need and benefits for ongoing, long-term funding support.</p>
Localised, community based approach	<p>Geographic, community based response with local solutions developed to meet local needs.</p>	<p>The NDRF provides place-based grant programs to assist communities to meet their local needs.</p>
Strong community participation and ownership	<p>Strong participation by community members and local organisations in recovery response design and delivery.</p>	<p>FRRR has a wide reach across Australia. It has experience in working with communities at all levels to assist in community-led response to disaster.</p>
Multi-faceted focus	<p>Ensure broad, whole of community development / renewal framework rather than a narrow physical reconstruction framework used when developing localised response plans.</p> <p>Provide support to meet the social, emotional, economic and physical needs and wellbeing of individuals and communities.</p> <p>Operate at both an individual and a community level.</p> <p>Rebuild social, built, natural and economic environments in parallel.</p> <p>Reduce future exposure to fire, flood, storm, etc. hazards and ensure that the community is prepared for future emergencies.</p>	<p>RRR, STEPS and GR&W recognise the different needs in the different phases of recovery. These programs assist communities meet their needs at particular stages including community infrastructure, social connections and wellbeing.</p> <p>The flexibility of RRR allows communities to access support specific to their social, emotional and physical needs.</p> <p>FRRR’s multi-disaster recovery programs operate concurrently enabling communities to rebuild social, built and economic environments in parallel.</p> <p>FRRR could represent the philanthropic sector in national and state level disaster planning response.</p>

Summary of key success factors in disaster recovery and renewal	Description	Synergies with FRRR's practice, knowledge and experience
Integrated response	Wherever possible use activities in one domain to support / reinforce activity in other areas. For example use the redesign and reconstruction of the built environment to support economic renewal by using local suppliers and (re)training and employing local community members in the reconstruction process.	RRR, STEPS and GR&W programs are grassroots approaches enabling local communities to use local suppliers for redesign and reconstruction, retraining and facilitate community well-being and support economic recovery.
Good practice design	Use good practice principles in the design and construction of community services and infrastructure.	FRRR continually reviews its processes and outcomes, considers national and international best practice. The Nous report was a comprehensive evaluation of FRRR's first 10 years. The Morris Review analysed FRRR's response to the 2009 Victorian bushfire disaster. FRRR does not directly develop and deliver services and infrastructure but embeds knowledge of best practice in these areas into its grant-making practices. This is an area requiring constant attention across the organisation.
Flexible response structure	Flexible response structure, timing and delivery systems used to allow responses to be tailored to local needs.	FRRR's tax provisions allow more flexibility for philanthropic support than others in the philanthropic sector as well as government or corporate. FRRR offers a unique and valuable role for philanthropic disaster recovery (Morris, 2012).
Decentralised decision making and implementation structures	Decentralised decision making, planning and implementation used to allow responses to be tailored to local needs and encourage community ownership and participation.	All grant applications to FRRR are community driven and initiated. Priority is given to applications that demonstrate strong community need.
Strong local governance and coordination structure	Strong local governance and coordination framework including Government, support service and community representatives. Funding and resources provided to support community consultation and intra- and cross-sectoral coordination.	FRRR invests time and resources in working with all levels of government, private and public businesses, and the NFP sector to voice the needs of rural and remote communities. FRRR is an active member of Philanthropy Australia and a driver of a number of Affinity Groups that enable intra- and cross-sectoral coordination of funding and resources.
Strong communication processes	Clear communication processes established to monitor community needs, keep community members informed and support participation in community consultation and coordination processes - strong investment in community consultation and stakeholder communication.	The STEPS grants program provides funds towards improvements in communication infrastructure and processes and for community governance and leadership skills to be developed. Where possible, FRRR engages with and learns from community planning process and supports activities which employ whole-of-community planning approaches. FRRR staff actively participates in many industry group forums, advisory committees, community meetings and representative organisations such as Philanthropy Australia and Community Foundations.

Summary of key success factors in disaster recovery and renewal	Description	Synergies with FRRR's practice, knowledge and experience
Local resourcing preference	Recognise, support and build the capacity of community members and local organisations to participate in and drive local recovery - provide opportunities to participate in reconstruction and renewal processes and wherever possible give preference to the use of community members and local organisations in community reconstruction and renewal work.	FRRR program managers work closely with community members to support and build capacity of local organisations. Where possible, FRRR spends time in disaster impacted communities and assists in identifying community infrastructure and renewal projects. FRRR grant programs have a preference for local resources and in-kind support.
Training and support	Training and support provided to local leaders, government and non-government service providers and staff to assist them to understand recovery requirements and to sustain ongoing service delivery.	STEPS program facilitates the development of local leadership in five key learning areas: community leadership, strengthening community networks and communication, mentoring, and human resource support.
Philanthropic response	Convene essential sectors to improve coordination and communication both before and after disaster.	FRRR is an active member of Philanthropy Australia, a driver of a number of Affinity Groups, and is continually discussing disaster recovery needs with the philanthropic sector. FRRR has supported the development of Community Foundations in disaster-affected regions, to increase local fundraising capacity and build long-term strategies and capacity for local ownership of disaster preparedness and recovery activities.
Sharing information	Compile and share information about needs between organisations working in recovery.	FRRR openly and willingly shares information through a variety of mechanisms such as conferences, Affinity Groups, community forums, writing articles and publishing information online.
	Identify relative strengths and provide technical assistance in those areas (e.g. outcomes, evaluation, and community outreach).	FRRR has an awareness of philanthropy's role in disaster recovery and the clearinghouse function has capitalised on this. There is scope for FRRR to build and share a deeper knowledge base.
Building relationships with grantees	Build relationships with grantees in advance.	FRRR has a unique advantage and opportunity through its small grants and specialist grants programs to identify disaster-prone regions, listen to the needs of those regions, and integrate a focus on building community capacity, resilience and leadership across the suite of grants programs. The RRR Review highlighted a key strength of the RRR program as being the time invested by staff in building relationships with communities. This built trust and created a depth of understanding within FRRR that resulted in a flexible and sensitive approach.

Summary of key success factors in disaster recovery and renewal	Description	Synergies with FRRR's practice, knowledge and experience
Funding collaboration	Form funding collaboratives.	FRRR's tax provisions enable collaboration of funding by accessing other philanthropic, corporate and government funds. The RRR program model has been widely hailed by governments, communities and philanthropic organisations due to the reduction in red tape for communities and donors, and the ability to get funds to where they were needed.
On-ground understanding	Deploy people on-ground to better understand needs.	FRRR has staff in the disaster impacted States who focus on developing relationships on the ground.
Building capacity	Avoid parachuting in, but tap strengths of local communities and help to build their capacity.	FRRR approach is bottom-up providing information sharing, linking organisations/community groups to build social and economic capital.
Grant-making time	Identify strategic niches in the timing of grant-making.	FRRR's grant programs are designed to respond to particular phases in the recovery process. RRR responds to the early recovery. STEPS is designed to provide relief to volunteers after the first 12 months, and GR&W is designed to support the long-term recovery of communities.
Recognising vulnerable communities	Recognise system inequities in vulnerable communities.	FRRR is investing time in identifying key indicators to identify vulnerable communities to assist with disaster preparedness and recovery.

4.0 Disaster Preparedness and Resilience Building

The National Strategy for Disaster Resilience (COAG, 2011) suggests moving from an 'emergency management' emphasis on roles, responsibility and procedures to greater consideration and planning for prevention, mitigation, preparedness, and recovery, as well as response. The Strategy documents the need to focus more on action-based resilience planning, strengthening local capacity and capability, with a greater emphasis on community engagement, understanding the diversity, needs, strengths and vulnerabilities within communities. This is a fundamental paradigm shift which presents a number of strategic opportunities and challenges for FRRR. Some strategic questions requiring further exploration include:

- What does a "prepared" community look like?
- What difference would a prepared community make in future disasters?
- What could FRRR's role be in building community preparedness?

FRRR has a strong reputation as a leader in Natural Disaster Recovery grant-making and support. Our experience over the past six years has provided a solid grounding and level of maturity in our approaches and practices. FRRR aims to provide a strategic and operational approach to natural disaster recovery and resilience and is well positioned to achieve the best possible outcomes for rural and regional renewal in disaster prone and disaster affected regions.

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6.0 Roles & Responsibilities of Key Organisations working in Community Recovery

Agency	Key Agencies/Departments	Role & Responsibility	Key Activities	Timing of Engagement
Commonwealth Government	Attorney General's Department	Natural Disaster Relief & Recovery Arrangements (NDRRA) provide for the Australian Government to reimburse state and territory governments for a proportion of their expenditure on natural disaster relief and recovery. Emphasis is the short-term recovery activities including clean-up and rebuilding.	Community Recovery Package grant program. Assistance measures available under the community recovery package include: <ol style="list-style-type: none"> 1. A community recovery fund to restore social networks, functioning and community facilities. Expenditure is aimed at community recovery, community development and community capacity building for the future; 2. Recovery grants for small businesses; and 3. Recovery grants for primary producers. 	Immediately after a disaster event
	Centrelink	Financial assistance		Throughout
State Governments	Emergency Services (names vary across States)	Coordination of emergency services, community education	Lead initial response effort (e.g. evacuations), clear debris and ensure safety	Immediately after a disaster event
	Council of Australian Governments (COAG)	National Emergency Management Committee: policy-making to improve consistency in approaches to shared challenges.	Link relevant policies, laws, research, evidence of best-practice, and develop policy frameworks for application at the local level. "National Strategy for Disaster Resilience" (2009)	Long-term policy focus
	State Recovery Authorities	Coordination of community recovery support		Up to three years
Local Governments	Municipal Councils, Shire Councils, Local Councils (names vary across States and territories)	Essential role in Emergency Management but not a provider of emergency services. Conduct local mitigation using risk analysis and prioritisation under the methodology of risk management. Have disaster response capabilities. Ensure local disaster management plans are in	Actively work with local residents to develop local emergency management plans. Provide disaster response at the time of the event including volunteer support. Conduct advertising and communication campaigns to assist residents to prepare for disasters and initiate local disaster warnings immediately prior to natural disasters.	Throughout

Agency	Key Agencies/Departments	Role & Responsibility	Key Activities	Timing of Engagement
		place. Build the capacity of local residents to prevent and mitigate hazards, and respond and recover from emergencies.	Work with Commonwealth and States to implement disaster management initiatives. Sources the interests of the local community and presents them to other levels of government.	
Non-Government Organisations	Australian Red Cross	Emergency relief provision and management, fundraising, volunteer assistance. Liaison with all levels of Government and communities.	Volunteers work in recovery centres, visit homes, attend events and support community activities to provide both practical and emotional support and information. Provision of referrals to recovery services and assistance with community recovery planning.	Throughout
	Welfare organisations	Relief from hardships caused by a disaster, for example loss of property and housing, loss of a family member/s or friend/s, or loss of or decreased access to employment.	Development and delivery of programs and activities that assist individuals and communities throughout the recovery process. For example, counselling services, respite accommodation, social activities, community events.	Throughout
	Service Clubs (Rotary, Lions, CWA, etc.)	Provide local fundraising and volunteer support for practical aspects of recovery.	Fundraising, community BBQ's, rebuilding of community facilities.	Intermediate - Long-term
	Local community groups (e.g. Neighbourhood Houses, Community Centres, Resident Groups)	Coordinate recovery activities at a grass-roots level.	Programs and activities that support recovery such as community arts projects, peer support groups, community kitchens and gardens.	Intermediate - Long-term
Business/ Corporations	Corporate Social Responsibility Corporate Affairs Marketing & Sponsorship CEO / Board	Fundraising, pro-bono services and donations of goods.	Donations of money, goods and services including volunteers.	Short-term (although FRRR encourages longer-term engagement)
Philanthropic Trusts & Foundations		Distribution of funding to projects via NGO's & local community groups	Grant programs	Medium-long-term