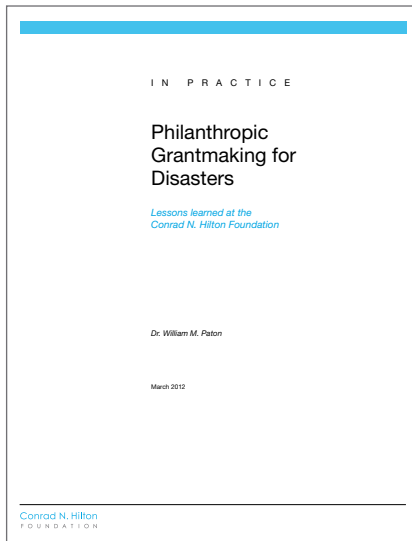


*This is a summary of the
full In Practice report:*



Read the full report at
www.hiltonfoundation.org

Key Findings

Inherent Challenges

- National governments often lack the resources to respond to disasters within their borders
- International responses are sometimes chaotic, despite steady improvements in coordination
- New NGOs in developing countries often operate outside of coordination systems
- Many disasters result from poor construction and other infrastructure deficits, especially in developing countries

Elements of Success

Collaboration between donors and with key service providers and coordination agencies can enhance impact, especially through:

- More systematic, coordinated approaches to relief and recovery as related stages
- Increased attention to risk reduction
- Flexibility to address relief needs based on on-the-ground assessment
- Adoption of common principles for disaster assistance

Philanthropic Grantmaking for Disasters

From 1989 to 2011, the Conrad N. Hilton Foundation awarded 97 grants totalling \$21.6 million following disasters including the earthquakes in Pakistan (2005) and Haiti (2010) as well as the floods in New Orleans (2005). Over these years, Foundation practices evolved in the context of shifts in the field of humanitarian assistance.

National governments are often under-resourced to effectively meet disaster needs. Funding for response comes largely from Western governments. In 2009, 408 U.S. foundations granted a total of \$175 million for disaster relief and recovery. Quick disaster response by private foundations often helps to jump start important ongoing efforts. At the same time, response by the growing number of new NGOs in the developing world can complicate relief activity; these nascent organizations often operate outside established systems of coordination. The United Nations generally coordinates planning and information exchange. While its systems are steadily improving, orchestration of some response efforts is poor.

Disasters often result from people in the developing world being vulnerable to natural events—such as earthquakes, cyclones, and floods—due to poor construction and lack of infrastructure. However, donors are less willing to invest in disaster risk reduction outside of their home countries.

Multiple sets of standards have been developed by the United Nations and others to guide international disaster assistance. The Hilton Foundation supports both immediate emergency relief efforts as well as medium- and long-

term recovery. It applies pre-determined criteria when considering its response to a particular disaster, including the number of deaths and injuries as well as an overarching commitment to help populations with the greatest need, especially those in developing countries.

Despite an early interest and sporadic support for pre-disaster planning and risk reduction, and experimentation with an emergency loan fund as well as post-disaster micro-development assistance, the Foundation directed a majority of dollars between 1989 and 2004 toward emergency relief. Most of these dollars were for U.S. disasters.

The response to Hurricane Katrina in 2005 demonstrated a shift in practices. The Foundation made significant use of on-the-ground consultants to guide its grantmaking, joined with other foundations to support community development, and participated in creating a unified plan for rehabilitating New Orleans. For the Hilton Foundation, this response represented its most systemic approach to addressing both emergency relief and recovery.

In 2007, the Foundation board delegated authority to its Chair and President to co-authorize grants of up to \$500,000 per disaster. The number and sophistication of its disaster grants increased from that point, as did the share of dollars allocated to disaster response outside the United States. Today, the Foundation approaches each disaster response with a strategy which involves funding an initial round of emergency relief followed by a second round of support for recovery. In addition, a third round of support for future risk reduction is considered.