



Sistema Económico
Latinoamericano y del Caribe

Latin American and Caribbean
Economic System

Sistema Econômico
Latino-Americano e do Caribe

Système Economique
Latinoaméricain et Caribéen



Final Report

Economic and Technical Cooperation

III Regional Seminar "Partnerships between the public and private sectors for disaster risk management. Continuity of government and continuity of business and operations during disasters in Latin America and the Caribbean: Achievements and experiences from the perspective of local governments and enterprises"

*Samborondón, Ecuador
14 and 15 October 2014
SP/III-SRASPPGRD/IF-14*

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Printed in the Permanent Secretariat of SELA, Caracas, Venezuela.

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RAPPORTEUR'S REPORT

1. The "III Regional Seminar on partnerships between the public and private sectors for disaster risk management: Continuity of government and continuity of business and operations in Latin America and the Caribbean: Achievements and experiences from the perspective of governments and local enterprises", held in Samborodón, Ecuador, on 14 and 15 October 2014, was organized by the Permanent Secretariat of the Latin American and Caribbean Economic System (SELA), the Government of the Republic of Ecuador through the Secretariat of Risk Management (SGR), and the support of the United Nations Office for Disaster Risk Reduction (UNISDR).
2. Participants took note of the common core document prepared by the Permanent Secretariat of SELA entitled "Continuity of operations (COOP) and continuity of government (COG): Implementation guidelines for local governments and enterprises" (SP/III-SRASPPGRD/DT N° 2-14), and also thanked for the presentations made by the disaster risk reduction authorities of the Member States national systems that were present, as well as the representatives of the local governments (mayor's offices, municipalities and governments of provinces), sub regional, regional and international organizations specialized on this subject, and the representatives of the regional unions and private sector enterprises.
3. The specific objectives of this regional seminar were: i) analyse the national achievements and experiences of disaster risk reduction public-private partnerships in Latin America and the Caribbean, within the context of continuity of government and continuity of business and operations, from the perspective of the local governments and enterprises (governments of provinces, mayor's offices and municipalities); ii) assess the specific experiences from the perspective of the local governments and enterprises, in regard to rendering the essential public services; iii) assess available instruments, methodologies and indicators to verify and monitor the good performance of local risk management; iv) make an analysis of the regional initiatives underway to strengthen disaster risk reduction public-private partnerships and the areas open to cooperation; and v) prepare general guidelines to point to the compliance with the goals and aims of the continuity of government and the continuity of business, at the level of local governments and enterprises.
4. The event counted on the participation of the delegations of the Latin American and Caribbean Economic System (SELA) Member States, such as: Argentina, Barbados, Bahamas, Bolivia, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Trinidad and Tobago and Uruguay, as well as extra-regional representatives from Canada. In addition, representatives of the following regional and international organizations participated: the Andean Committee for Disaster Prevention and Attention (CAPRADE), the United Nations Regional Office for Latin America and the Caribbean of the Office for the Coordination of Humanitarian Affairs (OCHA); the United Nations Office for Disaster Risk Reduction (UNISDR); the Pan American Health Organization (PAHO). The list of participants is included in **Annex V**.
5. In the opening session the following authorities took the floor:
 - a) Speech by the representative of the Permanent Secretariat of the Latin American and Caribbean Economic System (SELA), Javier Gordon, on behalf of the Permanent Secretary of SELA, Ambassador Roberto Guarnieri, read the words in this opportunity of the regional Seminar opening session, expressing his gratitude to the Government of Ecuador, and especially to the Secretariat of Risk Management, for the support and collaboration offered

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and voiced his satisfaction with the convening of the meeting in such special circumstances, after holding yesterday the "International Day for Disaster Reduction" established by the United Nations. He also thanked the United Nations Office for Disasters Risk Reduction because of the support that has given us in these last five years, time in which a fraternal relation of inter institutional collaboration and cooperation has been developed to boost the culture of prevention in the region, and especially, to strengthen disaster risk reduction public-private partnerships, showing that disaster risk management and humanitarian aid are high priority issues for the Member States. He underlined that during the last four years, the Permanent Secretariat has been organizing regional meetings to promote and boost risk management public-private partnerships in Mexico, Panama, Peru, Colombia and in this opportunity, Ecuador, country that has demonstrated its big commitment with risk management and humanitarian aid. He also referred to the close collaboration and coordination that have been developed with regional entities specialized in this field, in particular with the United Nations Office for the Coordination of Humanitarian Aid (OCHA) and the United Nations Office for Disaster Risk Reduction (UNISDR). He highlighted the creation of the specialized disaster risk reduction sub-site that the Permanent Secretariat has developed to concentrate all the information that is relevant to this subject, a directory will be included that is being prepared about private enterprises and unions that are interested and sensitive to risk management. Lastly, he wished great success to the participants in the deliberations and thanked their presence in the meeting.

- b) Speech by Raúl Salazar, Regional Adviser of the Regional Office of the Americas of the United Nations Office for Disaster Risk Reduction (UNISDR).
- c) Speech by José Luis Asencio, Deputy Secretary of Risk Management of Ecuador. First, he welcomed the participants to Ecuador and spoke about the responsibility for being risk management innovators and leaders in the country, therefore, a hard and satisfactory work has been undertaken to develop the best conditions for the management and reduction of the negative results caused by disasters, asserting that risk management is closely related to the peoples' development. Nowadays, and conscious of the relevance of trying to have societies that are able to respond in the face of disasters, they are developing an inter-institutional shared database management platform, which will allow making more efficient decisions, reducing the cost in state resources mobilization and facilitating identification by geo-positioning of citizens living in disaster risk conditions. A first step made in the inter-institutional coordination for response is represented by the most modern system in Latin America for the attention of incidents regarding the security of individuals, called ECU911. During these two days, it is expected to know the experiences of other countries on this subject; therefore, this seminar is a true and actual expression of what should be a society formed by the common good, solidarity and the social commitment of all its members. He expressed thanks for the presence and widespread interest of mayors, authorities and entrepreneurs to participate in this event and proceeded to inaugurate the seminar in the name of Dr. Maria del Pilar Cornejo, although he thanked first the directors of SELA, who embraced the request of Ecuador to be the host country of this third event and the co-organizers of these working days. He said that his expectation of the seminar was that future meetings could be held, and possible partnerships would be determined between public and private sectors to generate a common core tool that would allow presenting to the citizens a coordinated plan between both sectors, at local and national levels, in the face of disasters and the reduction of their effects.
- d) Speech by César Navas, Minister Coordinator of Security, on behalf of His Excellency Mr. Rafael Correa Delgado, President of the Republic of Ecuador. He extended a friendly greeting to all the attendees and the representatives of the private and public sectors, congratulated the initiative of promoting debates and the interchange of ideas and

experiences on the continuity of operations in the private and government sectors at local level, and the public-private partnerships that can support the possible danger scenarios, in which immediate action becomes a responsibility for all, and a way of achieving this is through the preparation and implementation of plans for continuity of operations that would allow guaranteeing coordinated and team work functional abilities of the organizations, and their actions aiming at increasing the response capability in an organized and efficient way, having a reduction of disaster impact on the population. As the public as well as private inter-institutional ability would be strengthened, there will be able to give response to the alert systems, emergency plans, contingency and disasters in the country, through planning and the construction of risk systems in each territory. He indicated that there is no need for the occurrence of a disaster event, so get ahead, secure existing policies, strategies and regulations that would make this process, a flexible and sustainable dynamics. He stressed that disasters generate direct and indirect losses; therefore, it is important to create risk reduction strategies, invest in the reduction of the vulnerability and increase the resilience of the enterprises and smaller businesses. The implementation and development of risk management policies are defined by the international commitments, the Constitution, the Act of Public and State Security, the National Plan for Comprehensive Security, the Plans for Territorial Legal System and Development and Decentralized Autonomous Governments, and the National Plan for Good Living. Today, Ecuador is becoming a model in risk management and for this reason in 2009, the Government created the Secretariat of Risk Management with a vision of a comprehensive security and development that would allow coordinating coherently the actions, aims and policies of the sector.

6. The speeches of the opening session are compiled in **Annexes II, III and IV** of this report.

A. DEVELOPMENT OF WORKS

7. The Moderator submitted the Agenda of the Seminar for consideration of the participants, who approved it without any correction. The Agenda and the information and support documents presented by the Permanent Secretariat, as well as the papers of the regional and international organizations, the national authorities in risk management, the representatives of local governments, and the unions and Latin American and Caribbean private enterprises are shown on SELA's Web site (<http://www.sela.org>).

8. The Agenda is found in **Annex I** of this report.

9. **INTRODUCTORY SESSION.** This session was moderated by Javier Gordon Ruiz, representative of the Permanent Secretariat of the Latin American and Caribbean Economic System (SELA), who after making a brief presentation of the content and methodology of the Seminar invited Dr. Ana Lucia Hill Mayoral, a SELA consultant, to take the floor.

10. Dr. Ana Lucía Hill Mayoral, a SELA consultant, presented the paper "Continuity of government and continuity of business and operations: Implementation guide for local governments and enterprises" (SP/XXV-RDCIALC/Di N° 4-14), which underlined the strategic and functional nature of the continuity of operations and government and with that, the importance of working it as a comprehensive strategy for risk reduction and social responsibility. She talked about the origin and evolution of the concept of continuity, pointing out that it is not new and that conceptual and empirical evidence can be found in the Bible stories. In the last decades, the concept of continuity has turned from an activity mainly aimed at information technology areas

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(disaster recovery) into an activity of protection and comprehensive security (with a holistic approach to risk management) for response in the face of scenarios that threaten with interruption of enterprise operations. Today, the continuity of operations consists of generating conditions of organizational resilience and is profiled as a best practice, as a social responsibility strategy. As part of this paper, it was submitted a minimal guide to prepare plans for continuity of operations, and a basic structure of content is suggested for these plans, as well as a guide to measure its implementation process. Among the main challenges to be faced, we have to take into account that: i) we are exposed to levels of global vulnerability with local impact; ii) continuity as a discipline is in constant change; iii) the development of plans does not represent the end of an effort. Also, it was recommended that through the strategic nature of continuity: i) it would be promoted as a multisectoral policy; ii) it is necessary to generate and promote the construction of public-private partnerships; and iii) there would be a greater involvement of the public, private or social actors in local, national and regional initiatives for disaster risk reduction.

11. When the presentation of the base document was over, the moderator invited the participants to take the floor, giving a start to a fruitful and interesting debate where the interventions and questions of the participants dealt with the need to create, in the public and private entities, specialized bodies responsible for developing plans and programmes for continuity of business and operations, as well as training the proper personnel for that purpose. In the case of the private sector, it is required to find the necessary incentives that would motivate it and demonstrate that its participation in that field is an intelligent investment that protects its patrimony and business plan. Also discussed was the advisability or not of creating mandatory compliance rules for the private sector, but there was a warning about these initiatives that should be evaluated carefully because they could have a bad effect, contrary to the one expected, and would discourage the participation of the private sector by creating excessive regulations that would lead to comply only with what is ruled and a progressive loss of interest in the initiatives of continuity. The debate showed the interest of the participants in the issue and the novelty of the concepts of continuity of government and continuity of business and operations and, in a special way, about the development, implementation and assessment of these plans at the level of the local governments in the region. In this regard, participants highlighted the need for developing leadership in the local governments and local enterprises that are committed to the construction of disaster risk management public-private partnerships to minimize the impact of disasters, casualties and losses of materials and to make the communities more resilient, so that the local government would be a prevailing actor for the work with the local communities. In addition, there was an agreement on the need to cross-cut the concept of continuity of operations and government in the sectors. It is essential that government institutions support and accompany the local governments and the private enterprises in the development of their plans for continuity, because it is a win-win relation for all, by being better coordinated and prepared for action in the face of an adverse effect, in a way that they can take action in a quick and efficient way in the recovery and reconstruction process. Finally, it was pointed out the need for promoting and consolidating a culture of the learned lesson, as well as the importance of systematizing and sharing the good practices. It was highlighted the difference between the contingency or emergency plan and the plan for continuity, and that the last one do not end with its definition, because it requires a continuous process of training, assessment and updating. This context about the need to create disaster risk reduction public-private partnerships on the basis of developing plans for the continuity of business and operations, opens a space to work from the perspective of the entrepreneurial social responsibility.

12. SESSION I: NATIONAL EXPERIENCES IN PROMOTING PUBLIC-PRIVATE PARTNERSHIPS FOR RISK MANAGEMENT AND TO PROMOTE CONTINUITY OF GOVERNMENT AND CONTINUITY OF BUSINESS AND OPERATIONS DURING DISASTERS AT THE LEVEL OF LOCAL GOVERNMENTS AND ENTERPRISES

This session was moderated by Enrique Ponce, Zone 5 Coordinator of the Secretariat of Risk Management of Ecuador, who after introducing the speakers invited them to take the floor, and started the working session.

13. Eng. José Luis Asencio, Deputy Secretary of Risk Management of Ecuador, presented the paper "Ecuador: Secretariat of Risk Management" (SP/XXV-RDCIALC/Di N° 5-14), in which he made a historic review on the evolution of the strength of national institutions in Ecuador, since the creation of the National Direction of Civil Defence until the establishment of the Secretariat of Risk Management in 2013, which is the guiding entity of the National Decentralized System of Risk Management that guarantee the protection of people and collectivities against the negative effects of disasters of natural or anthropic origin. He clarified that risk management since 2008 is a State policy, conceived in the context of the development management and the good living. He detailed the framework of risk management regulations and planning as a State policy, and especially the constitutional basis in which the private sector and the public and private partnerships are included.

He explained that the characteristics of Ecuador as a multi-threat country due to the diversity of adverse events of natural and anthropic origin that can happen. On the other hand, he referred to the process that has been initiated by the Secretariat of Risk Management to develop an approach to the private sector in view to the constructions of public-private partnerships to boost risk management, and the design of a strategy and a joint working agenda. Likewise, he explained the work that is being developed through the comprehensive model of risk management with the incorporation of municipalities and cantons. In regard to the main achievements made until now, he mentioned: i) the existence of a general framework of risk management regulations and planning: the Constitution; ii) the creation of the risk management directions in the ministries and the risk management units in the municipalities; iii) the establishment of a risk management policy in education centres by the ministry of Education; iv) the international role of Ecuador as an aid workforce to assist the countries in disaster response, as a policy of regional solidarity; and v) the important investments that have been made to reduce risk. In regard to the challenges, he talked about the need to broaden cooperation and the risk reduction public-private partnerships in Ecuador, promote the implementation of ISO risk management standards and rules, incorporate risk management as a cross-cutting issue in the planning processes; to improve risk management governance at different territorial scales; coordinate the creation of the risk management units in the private enterprises; develop instruments of financial coverage associated to the losses due to adverse effects; and provide methodologies, tools for the standardization of plans for continuity of operations in strategic sectors, in case of emergency or disaster.

14. Héctor Omar Rago, Coordinator of the Under Secretariat of Development and Province Promotion of the Ministry of Interior and Transport of the Argentine Republic, made the presentation "National experience of the Republic of Argentina" (SP/XXV-RDCIALC/Di N° 6-14). He pointed out that the area of the Argentine Republic is 3,761,274 km² and its population is 42,192,500 inhabitants distributed in 23 provinces and the autonomous City of Buenos Aires, with a large urban concentration and a federal government structure that has its respective jurisdictional authorities, and since June 2013, the risk management competencies in emergencies and disasters at national level are located in the Ministry of Security, for which the Under Secretariat of Civil Protection and Comprehensive Approach to Emergency and Catastrophes was created, divided in an area of civil protection and a new one of risk management. This implies an

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improvement in its institutional positioning and a decisive action to address this theme from a comprehensive vision, incorporating the other sector ministries and technical and scientific institutions within the framework of the Inter-Ministerial Agreement of the Work Commission for Risk Management. On the other hand, the Ministry of Foreign Affairs and Cult carries out the tasks of support to the White Helmets Commission abroad, the activities derived from the 2005-2015 Hyogo Protocol, the Argentine National Platform and the coordination activities for the preparation for the Next Decade to be defined in Sendai, Japan. For the part of the Ministry of Interior and Transport through the Under Secretariat of Province Development and Promotion keeps strengthening its activity of support to the local government management, incorporating "the quality of life and the resilience of the cities" to their projects and boosting an interaction and support to the National System of Transport, the National Agency of Road Safety and the National Registration of People. In addition, it is being implemented a Project for the Comprehensive Management of the Territorial Administration (GIAT) based mainly on the organization of local management, the psycho-social approach, territorial planning, urban connectivity and transport, policies for the education and local culture, sanitary containment, exploitation of water resources and resilience of the cities. The project "Good Waters" is also being boosted, created by the Authorities of Itaipu aimed at "improving the place of living of the towns linked to the system". Through the Argentine Institute of Standardization (IRAM), achievements have been made in the IRAM-ISO standards linked to risk management (22399 – 22301 - ISO CD 37101 Sustainable development and resilience of the communities). Besides, since 2008, at the request of the Argentine Chamber of Automotive Transport of Hazardous Merchandise (CATAMP), it was created the "Information Centre for Transport Emergencies - CIPET", to report complaints of incidents with hazardous materials.

15. Alberto Bisbal, Secretary of Disaster Risk Management of the Presidency of the Council of Ministers of the Republic of Peru and Pro-Tempore President of the Andean Committee for Disaster Prevention and Attention (CAPRADE), made the presentation "Peru: The public-private partnerships for disaster risk management and the continuity of operations and business in Peru in the face of disaster situations" (SP/XXV-RDCIALC/Di N° 7-14), in which the framework of regulations is explained in detail, made possible the law that creates the National System of Disaster Risk Management, the national policies of mandatory compliance for the National Government entities, the establishment of the Disaster Risk Management National Plan (PLANAGERD 2014-2021) and the Regulations of Organization and Functions of the Presidency of the Council of Ministers, through which it was created the Secretariat of Disaster Risk Management, as an administrative agency through which the Presidency of the Council of Ministers performs its functions as the governing entity of SINAGERD. He defines Disaster Risk Management as a social process whose ultimate end is prevention, reduction and permanent control of the disaster risk factors in society, as well as the proper preparation and response in the face of disaster situations, he considers the national policies and makes a special emphasis in those related with economic, environmental, security, national defence and territorial matters in a sustainable way. On the other hand, he explained the achievements of the continuity of operations management and its implementation in Peru. With respect to the public-private partnerships, he explained the experiences developed in 2011-2012 and the idea of the strategic actors for humanitarian aid in food, the social protection network in the provinces, among others.

16. Daniel Monroy Fuentes, Director of Innovation, Planning and Continuity of Operations of the National Coordination of Civil Protection of the Secretariat of Government (SEGOB) of Mexico, presented the paper "Mexico: experience in disaster risk management" (SP/XXV-RDCIALC/Di N° 8-14), in which he talked about the creation of the SINAPROC in 1985, the National Coordination of Civil Protection, and the 2012-2018 National Plan for Development, in this the civil protection

promotes a strategic change towards a comprehensive vision for disaster risk management. In this sense, he detailed the strategies and achievements of the Mexican government towards the implementation of plans for continuity of operations, continuity of government and continuity of development. A starting point of this strategy is the development of the Mexican official standard, through it a guide is made available for the preparation of plans for continuity, training and consulting. He referred to the National Advisory Committee of Standardization on Civil Protection and Disaster Prevention where representatives of the private sector are incorporated. On the other hand, he enumerated the phases of the plan for continuity of operations: legal basis; purpose; critical/essential functions; alternative headquarters; line of succession/chain of command (decision making); human resources (key personnel); dependency and interdependency; minimal (material, financial, technological, etc.) requirements; interoperability of communications; information and database protection/backup; and plan implementation. He mentioned the assessment that should be made to the Plan for Continuity of Operations (PCO) aimed at identifying its implementation in the branches and entities of the Federal Public Administration. He also pointed out the work developed with the local governments for the preparation and instrumentation of plans for the continuity of operations to minimize the losses in case of adverse events and facilitate the resilience of the communities. As part of the challenges in the future, he mentioned that it is necessary to promote at local level the knowledge of the tools for the preparation in the face of disasters, as well as the plans for continuity; further the development and practices of the plans for continuity in the local governments; develop the processes of planning with the participation of all the public and private actors aimed at creating plans for continuity that would be usually assessed and updated.

17. Maria Margarita Arias Sanchez, Coordinator of International Cooperation of the National Unity for Disaster Risk Management of Colombia, present the paper "Colombia: National System of Disaster Management" (SP/XXV-RDCIALC/Di N° 9-14), in which she spoke about the 2010-2014 National Plan for Development, in particular to Chapter VI Environmental Sustainability and Risk Prevention, that has allowed the adoption of comprehensive disaster risk management policies and the establishment of a regulatory framework that has enabled management in that field at the highest level of the Republic and to create the National System of Disaster Risk Management (SNGRD), in which public and private entities and the community participate. She explained the government structure of the SNGRD starting from the Presidency of the Republic, going through the national council, the departmental council for risk management at the level of province governments and the municipal council at the level of the mayor's offices. With respect to the public-private partnerships, she talked about the memorandum of understanding subscribed in February 2013, among the National Unity of Disaster Risk Management of Colombia and the National Association of Entrepreneurs of Colombia (ANDI), the Colombian Council of Security, Comprehensive Responsibility, and USAID/OFDA. She also mentioned the "II Regional Seminar on partnerships between the public and private sectors for disaster risk management" held in Cartagena de Indias, Colombia, 1 and 2 August 2013, as well as the IV Session of the Regional Platform of Disaster Risk Management, held in Guayaquil in May 2014, in which the subject dealt with was "the private sector and disaster risk management for resiliency". On the other hand, she discussed the projects that are being developed with the private sector such as gathering experiences to incorporate risk management in the private sector, the work of the National Advisory Technical Commission for Technological Risks, with the participation of the private sector, the project with Google for broadcasting alerts, among others.

18. The moderator thanked the speakers for their presentations and made a brief summary of the main ideas expressed and highlighted the important role played by the political will in governments to boost disaster risk management, and most of all, the plans for continuity of

governments and operations, as well as the incorporation of the private sector in these initiatives. She invited next the delegations and participants to exchange opinions about what was expressed by the speakers in the experiences discussed.

19. The discussions and questions of the participants moved around the need to coordinate strategies at the level of public institutions to incorporate the risk variable in the projects of development to make them sustainable in the face of adverse events, and keep turning risk management into a cross-cutting analysis approach to be considered in the definition of public policies apart from the sector, because it affects and impacts everybody without exception. In addition, that approach can and must be carried out at local scale so that the local governments would be also able to assess their projects of local development from the perspective of risk management. Another issue was the legislation on risk management and the coincidence in the need to make perfect existing national legislations and standards on risk management, avoiding over-regulation, to align them with the local and municipal standards, given that the constructions of resilient societies require constructing local communities and resilient cities. Since the approach to the national experiences and authorities of risk management arose the need for specifying the requirements and supplies required from the private sector, depending on the case, to be able to structure the strategic or circumstantial partnerships between both sectors. It was also revealed the potential of the private sector to contribute to the governments through the entrepreneurial social responsibility, from the definition of risk maps and sensitization to the provision of essential services, risk transfer and to lock in the private investment.

20. SESSION II: PANEL – LOCAL GOVERNMENTS VIS-À-VIS DISASTER SITUATIONS. CONTINUITY OF GOVERNMENT AND PROVISION OF ESSENTIAL PUBLIC SERVICES TO THE COMMUNITY This session was moderated by Carlos Chang, Political Advisor of the Secretariat of Risk Management of Ecuador, who after introducing the speakers, invited the representatives of the local governments scheduled to address this working session to take the floor.

21. Esteban Genero, Director of Civil Protection of the Municipality of Chivilcoy of the Buenos Aires Province, Argentina presented the paper "Experience of the Municipality of Chivilcoy (Buenos Aires, Argentina): Road to resilience" (SP/XXV-RDCIALC/Di N° 10-14). After locating in context the Municipality of Chivilcoy, and pointing out the achievements and infrastructure (drainage system channels, excavation, among others) that are being developed to face the rainy season occurring between August and December, he gave a detailed explanation of the main adverse events that the municipality should have faced, mostly because of the impact of tornados, heavy rains and floods, and road catastrophes. Afterwards, he detailed the actions carried out by the municipality regarding risk management and actions of resilience of the community, such as the creation of the Civil Defence of Chivilcoy, the configuration of the action plans, organization and training of the local voluntary workers, the construction of infrastructure, early warning system in mass media and social networks, and the plans for waste collection and processing. Finally, he mentioned the several institutions that are supporting the Municipality of Chivilcoy in the policies and actions of risk management and the construction of the community resilience.

22. Victoriano Vázquez, Director of Public Health and Environment of the Municipality of Encarnacion, in Paraguay, presented the paper "Experience of Encarnacion (Paraguay): Impacts, challenges and opportunities" (SP/XXV-RDCIALC/Di N° 11-14). After locating in context the Municipality of Encarnacion in Paraguay and mentioning its historic development and the impact of certain adverse events in the municipality (tornados, floods, etc.), he talked about the successive rising levels of the reservoir of Yacyreta, a hydroelectric work on the Parana River, undertaken by Argentina and Paraguay, this has had consequences on the territory of approximately 110,000

hectares of the surface area, flooding 20% of the Argentine territory and 80% in the Paraguayan side. This situation has caused until now several impacts that are generating urban, psychological, cultural, social, economic, environmental, population, territorial transformations, among others, in the city of Encarnacion. These physical impacts related with the rise in height of the Parana River caused among other impacts, floods in the riverside low heights and especially in the lower zone of the city, where the cultural and traditional identity and the tangible and intangible historic patrimony of the population reside. In light of this situation, the participation of the community was essential in supporting, talking, coordinating and implementing different programmes in partnerships with government entities, enterprises, associations, cooperatives, educational entities and other bodies, in order to be able to assess the negative and positive impacts generated and take the corresponding mitigating measures. The transformation of the urban weave of the city of Encarnacion has been visualized from the notion of increasing urban development. The implementation of varied programmes of urban intervention has generated a set of actions that derived in new arrays, areas of intervention, revaluation and relocalization. All the intervention has been posed as the basis of the development of the city generating big infrastructure works such as coastal treatments, basic sanitation works (network of sanitary sewage system and provision of drinking water), constructions of mega condominiums to relocate displaced populations. The set of all these transformations is key for progress and development. Lastly, he detailed all the actions of the municipality that have been carried out in the construction of infrastructure to contain rises, roadways, housing, sewage system and aqueducts, sewage treatment plants, among others, as well as training and information for the community.

23. Víctor Ramírez, Director of Disaster Risk Reduction and Adaptation to Climate Change of the Municipality of Santa Tecla, El Salvador, presented the paper "Disaster recovery model in Santa Tecla" (SP/XXV-RDCIALC/Di N° 12-14), who after locating in context the Municipality of Santa Tecla, talked about the earthquake of 13 January 2001, which had an intensity of 7.7 and caused 700 casualties, 25,000 affected people and the destruction of 40% of the infrastructure. He detailed and explained the model applied that consist of eight components: i) the strategic planning of a participative nature with an annual operation plan and an investment budget; ii) the construction of citizenry, with citizen participation systems, communal commissions of civil protection, sector and territory organization; iii) the institutional strengthening and the development of capabilities, with public policy design and the creation of municipal structures and the municipal legal framework; iv) the coordination, cooperation and agreement with several public and private actors; v) resource mobilization and investment with an approach to resilience accompanied by the private sector; vi) permanent statistical system, early warning systems and monitoring, geographical information, risk scenarios; vii) strong individual and collective leadership; and viii) memory and solidarity, with the recovery of the historic memory and the supportive cooperation. On the other hand, he pointed out as the main challenges for the municipality the following ones: i) to count on public policies that would incorporate the private sector; ii) strengthen the financial and institutional abilities of the municipalities; iii) generate a new comprehensive and legal framework with more vision of State than management of territory; iv) count on a national civil protection system with an approach to risk management and linked to the territorial leadership; v) strengthen the prominence of local leadership; and vi) integrate the disaster risk reduction agenda with the one of adaptation to climate change. All from the perspective of the construction of resilience.

24. Francisco León, Mayor of Salitre, Decentralized Autonomous Government of Ecuador, presented the paper "Decentralized Autonomous Municipal Government of Salitre in face of disaster situations, continuity of government and provision of essential public services for the community" (SP/XXV-RDCIALC/Di N° 13-14). He located the canton and its territorial structure in

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context, and described the vulnerabilities and the diversity of adverse events that it has suffered over time, caused by flooding and its impact in the community and, in particular, in the agriculture and livestock sector. He explained in detail the role of the Municipality in the face of some adverse events occurred in 2012, and the coordination that was established with the central government and the private enterprise, as well as the works of infrastructure that have been developed to minimize this type of events. Finally, he talked about the learning left due to this experience, which allowed creating the Municipal Unit of Risk Management, the regulations and bylaws on this issue, the community committees of risk management, the drill exercises that have been carried out, the line-up of the rescue teams and the specialized training on this issue.

25. Due to the short time available and the schedule of work panels open for the next day with the local governments, participants agreed to withhold the general debate in this working session.

26. SESION III: PANEL – LOCAL GOVERNMENTS VIS-À-VIS DISASTER SITUATIONS. CONTINUITY OF GOVERNMENT AND PROVISION OF ESSENTIAL PUBLIC SERVICES TO THE COMMUNITY. This session was moderated by Xavier Vera, General Manager of Geoestudios of Ecuador, who introduced the speakers, representatives of the private enterprises, scheduled to address this working session.

27. Aylwin Hacay-Chang, Representative of Tecnova-Bosch, Berlin Group, made the presentation "Local enterprises in face of disaster situations" (SP/XXV-RDCIALC/Di N° 14-14). He talked about less favourable surroundings presented by the enterprises when assessing the scenarios of vulnerability and risk, but once risk management is set in the critical agenda of the enterprise, it is necessary to guarantee the factors that can make it successful: i) the commitment of the manager's office to guarantee the availability of resources and the distribution of tasks and responsibilities in the face of an emergency; ii) to carry out an analysis of threats and vulnerability; iii) to increase personnel awareness for motivation and information; iv) training of the brigade members; v) the line-up of the emergency teams and vi) to assess the programme to monitor its effectiveness and efficiency, and practice it by means of drills.

28. Maria Laura Rodriguez Rios, Responsible of the Economic, Communication and Environment Consultancy of the Exporter Union of Uruguay, made a presentation "Natural disasters in Uruguay linked to climate change" (SP/XXV-RDCIALC/Di N° 15-14), in which she analysed the new threats and vulnerabilities that are being presented in that country as a consequence of climate change, expecting droughts, floods of short duration and hurricane winds, more variability in temperature and sea-level rise. The forecast study carried out reveals the impacts that could be present in Uruguay from now until 2050, mostly in certain production sectors. She pointed out that to confront these effects it is necessary to get used to the new climate reality and move forward in the reduction of greenhouse gases. That is essential in a country whose matrix of exports of goods has a 72%, whose origin is agriculture and livestock, and 57% is tourism services, so that it is required to move forward on the issue of insurance, early warnings and coordination between the public and private sectors. In this context, the Uruguayan enterprises have been operating to prepare and act in the face of varied adverse scenarios such as floods, droughts, forest fires, among others, creating new relationships with the government and the consumers within the perspective of the environmentally responsible enterprises. Finally, she explained the areas in which an enterprise committed to the environment can work, and what is specifically doing the Exporter Union of Uruguay and the programmes already being made in the country.

29. Diana Marcela Gil, Manager of the Colombian Council of Security, made a presentation "The Colombian Council of Security" (SP/XXV-RDCIALC/Di N° 16-14), it is a technical and scientific

association of common use, established in 1954, with experience of six decades, formed by enterprises (750) and people (500) of the public and private sectors in the subjects of prevention and promotion of the culture of security, and also participates in the National System of Disaster Risk Management of Colombia. On the other hand, CISPROQUIN, that is part of the CCS, is the information centre of chemical product security, and give advice to the community and the entrepreneurial sector, assisting since 1989 in more than 55,000 emergency requests related with chemical products. The CCS integrates with the National Committee and the Technical Advisory Commission of Risk Reduction, besides the Technical Secretariat of the Technical Advisory Commission of Technological Risk (CNARIT). She detailed some unusual incidents in which the CCS has worked in support of the national and local authorities of Colombia.

30. Jorge Enrique Marmolejo, Senior Leader of Industrial Security of Equion Energia presented the paper "Strengthening of the communities in the area of influence of Equion - Casanare, Colombia, in emergency prevention, protection and attention, having in mind the legal reach and the policies of HSE" (SP/XXV-RDCIALC/Di N° 17-14). The enterprise Equion Energia Limited develops its operations in the municipalities of Yopal, Aguazul, Tauramena and Nunchia of the department of Casanare - Colombia; and where there are 53 in which the company has its operations. These communities are vulnerable in the face of the occurrence of natural and anthropic phenomena due to a lack of knowledge about the procedure and the responsibility that each one has for emergency prevention, reduction and attention; with the arrival of our oil operations it was identified the need to contribute in sensitization and creation of risk management culture aimed directly at one of the leading actors, the community. Therefore, Equion created the programmes called 'Strengthening the communities in the area of influence de Equion and the risk management municipal councils (CMGR) and emergency plans' for the prevention and attention of emergency requests, within the legal reach and policies of Equion HSE that began with the process of training in risk knowledge, prevention and reduction. This strategy started by linking the members of the Risk Management Municipal Councils of Yopal, Aguazul, Tauramena, Nunchia and the department, presidents and director boards of the assemblies of community action of the paths of influence. This is a programme that due to the interaction given in the development of activities between the community, the private enterprise and the territorial entities generate sustainability in its development, the community that has been involved in a direct way is the first in the line of impact, as well as the first responder in the face of an emergency occurrence that would put in danger the population, and it is being created the culture of risk prevention, knowledge and reduction. Nowadays we have trained 2,973 people of the communities (paths). Added value: in parallel with the development of the risk management program, there is also support to the communities in the orientation and accompaniment in actions that have contributed to the improvement in the quality of life of the inhabitants of these sectors, by example: management for reopening a school and reducing costs in energy, among others.

31. Due to the short time available and the schedule of the open work panels scheduled for the next day with the local governments, participants agreed to withhold the general debate in this working session.

32. A guided visit was made to the Integrated Security Centre (SGR-ECU 911). The participants were able to be present in the facility with wide high technology installations and a high level of professionalization in the different command and situation rooms for the attention of disasters, incidents and the attention of the emergency call centre service of Guayaquil.

33. At the end of the visit, attendees were able to share in the welcome cocktail offered by the Secretariat of Risk Management of the Republic of Ecuador, in the facilities of the Integrated Security Centre.

34. **SESSION IV: TOWARDS A SHARED METHODOLOGY TO EVALUATE CONTINUITY OF GOVERNMENT AND CONTINUITY OF BUSINESS AND OPERATIONS DURING DISASTER SITUATIONS IN LATIN AMERICA AND THE CARIBBEAN: ELEMENTS TO BE CONSIDERED AND SPECIFIC RECOMMENDATIONS** started on Wednesday 15 October. This working session consisted of two discussion panels: the first one to address the theme of the local governments and the continuity of government and the second one to address the perspective of the local enterprises and the continuity of business and operations.

35. **PANEL 1: LOCAL GOVERNMENTS AND CONTINUITY OF GOVERNMENT.** This open panel was moderated by Ana Lucía Hill Mayoral, SELA's Consultant, and the panellists were: i) Luis Cáceres, Representative of the Municipality of Pichincha, Ecuador; ii) Víctor Ramírez, Director of Disaster Risk Reduction and Adaptation to Climate Change of the Municipality of Santa Tecla of El Salvador; iii) Victoriano Vázquez, Director of Public Health and Environment of the Municipality of Encarnacion, Paraguay; and v) Georgina Martínez, General Director of Civil Protection of the State of Morelos, Mexico

36. Each one of the participants in this open discussion panel made a brief presentation of the specific experiences gained in their respective local governments and how they have managed continuity of the local government and the provision of essential services to the community. In each one of the presentations, the speaker was able to deepen in regard to the process of reconstruction, the participation of the private sector and the incentives to motivate its incorporation, as well as the experience from the point of view of the application of regulations, the existing policies and the administrative and budgetary affairs and how those aspects are developed in times of crisis and adverse events that would surpass the ability to act of the local government.

37. After the presentations of the panellists, a lively debate took place on the several experiences at local level and their achievements in the continuity of government. The panellists acknowledged their role as facilitators so that the institutions and the private sector would participate in the process of attention and reconstruction, and emphasized the importance of the civil society as a leading actor in these situations. Participants highlighted the need to create specific programmes of continuity and risk prevention centres to minimize the huge cost of disasters. They also mentioned the importance of the resilience in the local communities, and in the strengthening of the institutional and adaptation abilities in the face of adverse scenarios, as well as the collaborative and coordinated work of all the public and private community actors. The need for developing risk transfer mechanisms was also reiterated. Lastly, they highlighted the importance of avoiding over regulating through unnecessary or excessive rules, and conceiving the continuity of government as a constant work that requires an update and a permanent practice.

38. **PANEL 2: LOCAL ENTERPRISES AND CONTINUITY OF BUSINESS AND OPERATIONS.** This open panel was moderated by Sandra Megens Santos, External Adviser, Secretariat of Risk Management of Ecuador with the participation of: i) Germán Gallegos Chacón, General Manager of Tecnotrust (ISO-issues); ii) Cecilia Rosell Grijalba,¹ Manager of the Committee of Social Responsibility, Environment and Security and Occupational Health of the National Society of

¹ In addition to her statement in this panel, she presented the paper "Actions of Social Responsibility in risk management" (SP/XXV-RDCIALC/Di N° 18-14).

Industries of Peru; iii) Erika Crisostomo, Adviser of Inclusive Business and Contingency of the Manager's Office of the Entrepreneurial Social Responsibility of CEMEX of Mexico; iv) Diana Marcela Aguilar, representative of the Chamber of Commerce of Bogota; and v) Yolanda Fernández, representative of the Chamber of Commerce of Costa Rica.

39. Each one of the participants of the open panel made a brief presentation of the specific experiences encountered in confronting emergency and disaster situations, and the implementation of the plans for continuity of business and operations. References were also made to the contents of the international regulations and standards, especially the ISO 22301 standard, as well as the regulations for the protection of goods and the permanence in the market, and there was a discussion about the impact that disasters can have on the process of competitiveness and the new technologies. On the other hand, participants highlighted the importance of structuring comprehensive systems for response in case of disasters or contingencies, the organization of emergency attention programmes, the fine-tuning of the early warning systems, the partnerships and coordination with the national and local institutions of civil protection, updating the risk maps of the enterprise and its surroundings. Participants mentioned what can mean for the enterprises the "investment in resilience" and the relevance of the entrepreneurial social responsibility for the protection and attention of their personnel and human resources and the community surroundings in which those act upon, so that it is essential to see the CSR both ways from inside and outside. On the other hand, it was addressed the need for promoting the shared responsibility for disaster risk management and the adaptation of climate change that were part of the agenda and should be progressively converging. Likewise, the importance of investing in disaster risk management was stressed again.

40. The presentations of the panel generated a vigorous debate on national and international risk management regulation and, in particular, on the continuity of operations and business. The statements of the representatives of the private sector gave evidence again of the invaluable experience that has been accumulated in the Latin American and Caribbean private sector and the huge potential that can be developed through suitable approaches to the application of the corporate social responsibility for risk management. It was shown the uneven level of development of the plans for continuity of business and operations in several enterprises and private unions, and the interest in moving forward in that planning. They also pointed out that the work of risk management and adaptation to climate change should be converging, given the agricultural nature of many enterprises in the region and the vulnerability that should be faced because of floods and drought, among other factors. It was also shown the importance of the risk management issue in the Caribbean countries and the arduous work of organization and sensitization that is being developed to keep strengthening the approach to risk management in the tourism sector that in the case of Barbados, has a vital importance and is the reason to go ahead in the plan for continuity of tourism in the face of adverse events, as well as to achieve a larger interchange of experiences and good practices in this subject with the Caribbean countries and the rest of the region. On the other hand, mention was made of the agreements, conventions and memorandums of understanding between the public and private sectors that have been developed in the last few years in the region, to boost risk management and the approach to continuity.

41. **SESSION V: REGIONAL INITIATIVES UNDERWAY TO PROMOTE PUBLIC-PRIVATE PARTNERSHIPS FOR DISASTER RISK REDUCTION.** This session was moderated by Raúl Salazar, Regional Adviser of the United Nations Office for Disaster Risk Reduction (UNISDR) - The Americas Region, who after introducing the speakers began the working session.

42. Erika Crisóstomo, Manager of Inclusive Business and Contingencies of Corporate Social Responsibility of CEMEX-Mexico, presented a paper the "Advisory Group for Support to the Private Sector (PSGA)" (SP/XXV-RDCIALC/Di N° 19-14), created under the UNISDR guidance, this Group gathers a wide spectrum of private sector entities in a world partnership for action that encompasses big and small private enterprises, regional and local entrepreneurial organizations, as well as public enterprises and focuses its commitments on: i) acknowledging the threat posed by disasters and the importance of constructing resilience, and acknowledge our role and responsibility to promote, support and act in disaster risk reduction; ii) acknowledging the role of the International Strategy for Disaster Reduction and the importance of the Hyogo Framework as guidelines for disaster risk reduction; and iii) promote the voluntary commitment to adopt, support and implement the 5 Essential Principles of Enterprises in disaster risk reduction. Until now, the PSAG consists of 16 members, and 70% of them corresponds to the private sector and 30% to foundations. At present, there is a work that is being developed looking to the 2015 World Conference to incorporate the proposals and vision of the private sector in the II Action Framework and the International Plan to make the world safer in the face of problems derived from natural disasters. This World Summit will be held in Sendai, Japan, from 14 to 18 March 2015, and the participation is expected to be more than 8,000 participants from government, civil society, ONGs, academic institutions and the private sector.

43. Ciro Ugarte, Director of the Department of Preparations for Emergency and Help Situations in Disaster Cases of the Pan American Health Organization-World Health Organization (PAHO/WHO) made a presentation, in which he highlighted that health is not any business but an industry with a large influence in the economy of the region's countries, mostly at present with what has been called "medical tourism" as part of the national industry in some countries of the region. He pointed out the health industry has a very significant influence on the economy and a potential that can neither be ignored nor underestimated. Even though the health facilities (clinics, hospitals, etc.) are government responsibility because they accomplish a vital and essential function, a good part of them are private and are not necessarily able to deal with the costs of recovery and reconstruction in the face of disaster, most of all, with the speed required in order to continue rendering services to the community. He talked about the design standards of health infrastructure to make it resilient, the safe hospitals campaign, and the seismic resistance standards that the buildings that provide health services should comply with. He also discussed the international sanitary regulations, the hospitals as carbon emitters, and the need to reduce consumption of energy, as well as electricity and water in the hospitals, making them more efficient and creating "green and intelligent" and less expensive hospitals.

44. Katherine McAleer, Officer of Humanitarian Affairs of the Unit of Preparation and Emergency of the Office of Coordination of Humanitarian Affairs (OCHA) of the United Nations Regional Office for Latin America and the Caribbean, presented a paper "MIAH and the World Humanitarian Summit (WHS): Regional Processes for the Promotion of Public-Private Partnerships" (SP/XXV-RDCIALC/Di N° 20-14). She detailed the MIAH as an opportunity to gather humanitarian actors as well as other key partners to talk about the mechanisms to improve the coordination between all, followed by specific actions to save lives, and that is not an isolated event, which aims at: i) to promote a mutual understanding between actors of the international humanitarian community in case of disasters; ii) improve coordination of the mechanisms of humanitarian assistance; iii) develop common mechanisms and tools; iv) explore partnerships, synergies and collaboration between governments, regional mechanisms, and other actors. She talked about the MIAH meetings held during the last six years, from 2008 to 2013, in Mexico, Brazil, Argentina, Ecuador, Panama and Jamaica. On the other hand, she referred to the Humanitarian World Summit that will be held in Istanbul, Turkey, in 2016, and the process that is taking place to agree on a

humanitarian action agenda, create consensus and process appropriation, establish networks to carry on with the recommendations, and hold regional consultations around the world looking to the Summit. Lastly, she gave all the available information as a schedule and methodology of work for the 2016 World Summit. She mentioned that in the region, the process of Enhancing International Humanitarian Partnerships (MIAH) and the one of regional consultation towards the World Humanitarian Summit (WHS) form two important spaces for the establishment and strengthening of the public-private partnerships around risk reduction and other critical humanitarian subjects. She pointed out that in regard to the WHS, it has been highlighted the essential role played by the partners of the private sector, and the need to create synergies and work in close coordination to increase efficiency during times of preparation as well as humanitarian response. Since its first meeting in Mexico in 2008, MIAH has become one of the most important forums to discuss issues of humanitarian importance to the region, in which the enhancing partnerships for risk management and reducing vulnerability play an essential role, as well as finding these partnerships to improve coordination aimed at saving lives and reducing the suffering of people. Given the importance of the MIAH process in the region and its consolidation as a dynamic forum for the debate of humanitarian issues, the WHS as a process of regional consultation will be coordinated along with the MIAH process and will hold a WHS-Regional Consultation Conference/MIAH plenary meeting. This will assure that the process and the contributions made by the last MIAH meetings would benefit the WHS Regional Consultation and that at the same time would strengthen and reinforce the MIAH process in the region. In this sense, there were invited different traditional and non-traditional partners of the humanitarian sector, including the private sector, to actively participate in the consultation process aimed at supplying comprehensive consumable goods for the WHS Final Consultative Conference, to be held from 5 to 7 May 2015, in Guatemala.

45. Diana Marcela Gil, Manager of CISPROQUIM, member of the Colombian Council of Security and also a member of the Group driving the Private Sector Partnership for Disaster Risk Management, The Americas region, presented the paper "Private Sector Partnership for Disaster Risk Reduction - (PSP) Americas. The private sector in the context of the new international framework for the post 2015 DRR: partnerships for a more resilient region" (SP/XXV-RDCIALC/Di N° 21-14), in which it presented a detailed assessment of the disaster impact on the region of Latin America and the Caribbean, and mostly its draw for the small enterprises. On the other hand, she presented the results of a survey prepared by UNISDR and Florida International University (FIU) about the main subjects of concern for the enterprises in the region. On the other hand, she talked about the aims of the Private Sector Partnership for Disaster Risk Reduction - (PSP) Americas: i) to support the progress made in the private sector commitments to disaster risk reduction (DRR) in the Americas; ii) support the disaster risk reduction global initiatives from the perspective of the region private sector; iii) increase the private sector resilience in the Americas as a basis for the dissemination and adoption of the 5 essential commitments of the private sector to DRR, between the private sector enterprises in the region. These five essential commitments are: i) to promote and develop public private partnerships; ii) mobilize the strengths and expertise of the private sector to make progress in DRR activities; iii) promote a collaborative interchange and dissemination of information between the public and private sectors; iv) support national or local risk assessments; and v) support the development of national and local frameworks, regulations and policies whenever necessary and possible. Finally, she pointed out the commitments of the private sector from the Regional Platform for Disaster Risk Reduction of the Americas held in Guayaquil: i) to create awareness inside and outside our enterprises and/or businesses to identify vulnerability and its underlying causes in the areas where they would engage in their activities and have influence; ii) promote the joining of new members in the Private Sector Partnership for Disaster Risk Reduction (PSP - DRR) in the Americas promoted for UNISDR; iii) contribute to the

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identification and dissemination of a report on good practices of the private sector in the implementation of the Hyogo Framework in Latin America and the Caribbean, emphasizing the micro, small and medium-sized enterprises, in consultation with the entrepreneurial community in our countries; iv) promote the development of a platform of knowledge management, whose aims are oriented to develop a prospective risk culture by the private sector, give evidence of the tangible benefits of the risk reduction public-private partnerships, and promote the development of resilient and sustainable business; v) identify the opportunities in which risk reduction and construction of resilience would be an advantageous economic strategy, with drawing profitability and competitive advantages; vi) support the formulation and strengthening of local and national laws, regulations, policies and programmes that would reinforce disaster reduction and improve resilience; and iv) foster an approach with the national authorities to establish joint work agendas for disaster risk reduction in order to make possible the public-private partnerships.

46. After all the speeches were delivered, the moderator made a brief summary of the main ideas expressed by the speakers, invited the attendees to take the floor, and started the debate.

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48. During the debate, the statements aimed at reiterating the need to continue developing a close coordination and cooperation between the institutions that work in risk management and humanitarian aid, as well as carrying on due follow-up to the action plans that are being agreed upon in the regional and world institutions that have been created within the framework of the United Nations System. The participants were also able to know in more detail the work that PHO/WHO, OCHA and UNISDR do. Particularly, the attendees were able to know the achievements in regard to the organization of the Third World Conference on Disaster Risk Management (Sendai, Japan, on 14-18 March 2015) and the Humanitarian World Summit (Istanbul, Turkey, 2016), as well as the work done by the PHO regarding safe, green and intelligent hospitals. The statements revealed the growth that has been achieved, in the public sector as well as the private sector, in the preventive culture and the evolution of approaches, concepts, and most of all, the implementation of the varied tools and methodologies available for risk management, as well as the national and international regulations and standards. Heads of agreement was the need to continue moving forward in building commitments and meeting spaces between the public and private sector for the progress of risk management and humanitarian aid.

49. **SESSION VI: CONCLUSIONS.** This session was moderated by Javier Gordon Ruiz, Representative of the Permanent Secretariat of the Latin American and Caribbean Economic System (SELA), who made a presentation of the SELA Subsite on Disaster Risk Reduction in Latin America and the Caribbean, that will facilitate the interchange of information on the public-private partnerships and the directory of enterprises committed to risk management, pointing out that the subsite was in a trial phase and the content was being loaded to make it available shortly to the DRR national authorities and the private sector, therefore, its availability would be notified by e-mail. Finally, he invited the SELA consultant to take the floor for the presentation of the conclusions.

50. Ana Lucia Hill Mayoral, SELA's consultant, went ahead with the presentation of the main conclusions of the Seminar.

B. CONCLUSIONS

1. The "III Regional Seminar on Partnerships between the public and private sectors for Disaster Risk Management: Continuity of Government and Continuity of Businesses and Operations during Disasters in Latin America and the Caribbean: Achievements and Experiences from the Perspective

of Local Governments and Enterprises", organized by the Permanent Secretariat of the Latin American and Caribbean Economic System (SELA), the Government of the Republic of Ecuador, through the Secretariat for Risk Management (SGR), and with the support of the United Nations Office for Disaster Risk Reduction (UNISDR), was held on 14 and 15 October 2014 in Samborondón, Ecuador.

2. Participants took note of the base document presented by the Permanent Secretariat of SELA entitled "Continuity of Operations (COOP) and Continuity of Government (COG): Implementation Guide for local governments and enterprises" (SP/III-SRASPPGRD/DT N° 2-14), expressing thanks for the presentations made by the authorities of the national systems for disaster risk reduction from the participating Member States, as well as the representatives of local governments (Mayors' offices, Municipalities and Governorates), sub-regional, regional and international organizations specialized in this area, and representatives from associations and enterprises of the private sector in the region.

3. During the presentations and debates, the following general and specific conclusions were identified:

GENERAL CONCLUSIONS

4. The impact of disasters on the social and economic development of a country not only depends on the intensity of the phenomenon, but is also directly related to our level of preparation and that of our communities. Danger scenarios arise at a local level, and therefore making it everybody's responsibility to contribute to disaster risk reduction. One way to achieve this is through the development and implementation of plans for continuity of operations or businesses that guarantee the operability and functionality of public and private organizations at the local level.

5. According to the most recent "Global Assessment Report on Disaster Risk Reduction" (GAR, 2013), in recent years direct economic losses exceeding 100 billion dollars were reported (period 1981-2011). In addition, the damage caused by earthquakes and cyclone winds amounted to US\$ 180 billion (between 1970 and 2011), a figure that does not cover the local cost of disasters equally affecting public and private organizations due to floods, slides, fires and storms or disruptions in the organizations of society, reason for which it is necessary to promote preventive culture and risk management within an overall view considering approaches of continuity during adverse events.

6. The concept of Continuity, in its three levels (continuity of government, continuity of businesses and operations and continuity of development), is presented as a tool for disaster risk reduction. It is also the natural space for coordinated work among the sectors that share risks and contribute to the stability and development of society, so that it represents fertile ground for building public-private partnerships.

7. The potential of public-private partnerships is evident between local governments and local enterprises to guarantee the provision of essential services in situations of crisis.

8. The importance and relevance of the continuity of government and continuity of operations in the perspective of local risk management is highlighted as part of the furthest reaching strategy for continuity of development, understanding that:

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- a. **The Continuity of Operations (COOP)** is an individual planning process that allows us to ensure that the work of public institutions and society is not interrupted in the event of a disaster. The COOP is aimed at ensuring that civil society organizations can continue to fulfill its essential functions during an emergency scenario or in the event of an incident capable of interrupting their daily operations;
 - b. **The Continuity of Government (COG)** ensures the legal validity of pre-existing government, protects the general interest of society, safeguards the form of government legitimately established, and enforces the constitutional and political order and requires that every institutionalized power at all three levels of government is adequately equipped with the necessary capacity to ensure its functionality. The COG is proposed to maintain the succession of political leadership and the social legitimacy of governments, and the guarantee of maintaining the current constitutional mandate; and
 - c. **The Continuity of Development (COD)** is the confluence of approaches of the Continuity of Operations and Continuity of Government, which generate the conditions to ensure institutional capacities for basic functioning and institutional coordination between sectors that allow transition to the Continuity of Development (COD), whose priority is to mitigate the impact of disasters on the production system, to avoid financial bankruptcy, preserve productive activities and jobs, and safeguard the functioning of the economy and social development.
9. While we cannot prevent things from happening, we can work to reduce the risk of disasters and mitigate their negative impact.
10. The need for further progress in the enhancement of integral and forward-looking approaches to risk management is demonstrated.
11. It is important to advance in a vision inclusive of prevention policies concordant with the conceptual framework of risk management.
12. Although the region has progressed in the adoption of public policies for risk reduction, it is necessary to reduce the economic impact of disasters, therefore being an aspect that should be considered a challenge towards the future, especially considering the protection of investment and transfer of risk.
13. The potential for multi-sectoral coordination, cooperation and complementarity that can develop between national authorities of disaster risk reduction, local governments and private companies and associations is reiterated.
14. It was highlighted that disaster risk management should be inserted into the processes of planning, investment, land management, and as a transverse factor in public policy development.
15. The continuity of government and continuity of operations require a high degree of institutional and organizational commitment at all levels, as well as political will and leadership of senior management, so that it can be reflected in social responsibility.
16. The experiences, lessons learned and best practices expressed at the seminar confirm the potential of the private sector to support and complement state action before, during and after a disaster, and is clear proof of the consciousness and commitment that private companies have been acquiring with risk management and the potential that can be developed through policies of business social responsibility in Latin America and the Caribbean.

17. The moving of the private sector from a traditional role as an agent of humanitarian aid to one that actively contributes to the building capacities of preparation and response, resilience and continuity at the local level can be observed. It is important to note not only the potential of the private sector, but also its responsibility as a driver of risk and its capacity for disaster risk management at the national and regional level through its knowledge of the risk and its management, which should be reflected and implicit in a public policy.
18. It is important to build communication bridges between the various economic and social sectors so that this work of complementarity, cooperation and coordination is possible.
19. The updating and ongoing review of continuity plans is crucial for their effectiveness and efficiency. It is necessary to carry out exercises that test our plans to evaluate their effectiveness and relevance to risk scenarios. Included among the exercises that can be performed are:
 - a. **Orientation:** Informative session to familiarize staff or members of an organization on adopted policies and procedures;
 - b. **Decision Making:** Limited simulation exercise that seeks solutions to problems expressed during the group discussion;
 - c. **Simulation:** Exercise aimed at evaluating a specific activity. They are events that seek enlightening on security measures and policies through a process of repetition, and allow verification of preparedness to face an emergency situation and what should be improved.
 - d. **Functional:** Field exercises with limited simulation intended to evaluate the response system and available resources; and
 - e. **Large Scale:** They are inter-situational events that simulate a real event and involve the deployment of resources for the evaluation of those procedures that guarantee the safety of the people and the operational continuity of our organizations.
20. Consensus on the need to continue promoting and distributing good practices of regional cooperation of public-private partnerships for disaster risk reduction in general and the continuity of government and continuity of business and operations, in particular. Recommendation to begin a system of systematization of lessons learned, especially those presented in this meeting.
21. Local governments are valuable promoters of the continuity of government and continuity of operations, through the organization of programs for the formation, training and certification of local public and private institutions.
22. It is reiterated that involvement of the private sector in the area of risk management is not only an opportunity for cooperation available to governments, but also an intelligent and highly profitable investment for the Latin American and Caribbean private sector itself, given that continuity approaches help protect private investment and business plans as well as the protection of essential services.
23. One of the most important challenges we face is the vulnerability to which we are exposed, resulting from a globalized world and the emergence of new threats and risks. The work on program planning faces today unpredictable scenarios. It is important to work not necessarily assuming that the default risk scenario is the risk that could affect our organization in the future.

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24. Recognition of the importance of the private sector in the economy of the region, especially for the Caribbean region, where economic growth and sustainability is strongly linked to the private sector and to small and medium enterprises.

25. Agreement that, in the event of disasters, no one is too big or powerful not to need help, or so small as not to provide it. Moreover, there is no little effort and it is always better to be prepared for events that are not going to happen and not wait for them to happen and not be prepared.

26. The importance of identifying and classifying essential services that make a community functional, and assessing them from the perspective of disaster risk management and continuity approaches was highlighted. It is necessary that these essential services incorporate the environmental variables and risk management in their programming.

27. It is necessary to support and encourage the sub-portal that the Permanent Secretariat of SELA is creating on disaster risk reduction, the public-private partnerships, and the directory of private companies interested and sensitive to risk management, as a mechanism that will allow and will facilitate information exchange and distribution, as well as the identification of partners for further regional cooperation, complementation and coordination in the area of risk management.

SPECIFIC CONCLUSIONS**FOR AUTHORITIES IN CHARGE OF DISASTER RISK REDUCTION**

28. MAke progress in the understanding, assimilation and distribution of national and international norms and standards for disaster risk reduction.

29. Identify the specific elements, requirements and concrete inputs expected from the private sector, and that they should form a framework of understanding for the development of a strategic partnership.

30. Design economic and fiscal incentives to encourage the private sector to work on their plans for continuity of operations and transfer of risk.

31. Generate alliances with the education sector to promote the transfer of knowledge and generation of resilience at the local level.

32. Understand risk management as a cross-cutting issue, added to management development as a single effort. Understand that a policy of continuity, of multi-sectoral approach, is the natural ground that will allow us to guarantee security conditions for economic and social development of our communities and regions.

33. Promote incentives for the implementation of early warning systems, strengthening capacities for risk reduction, through coordinated work by the public and private sectors, all this as sustainability strategy and sustainability of these systems.

FOR LOCAL GOVERNMENTS

34. Make progress in the complementation and enhancement of guidelines, protocols and methodologies that allow local governments to monitor and manage the performance of their goals to ensure the provision of essential services, particularly to adverse events.
35. Incorporate the risk variable in their assessment programs and public investment and in environmental programs, in order to promote the safety and protection of the people, property and local public and private investments.
36. Continue working to generate institutional capacities of preparedness, response, resilience and continuity at the local level.
37. Deepen the methodologies and activities for information and training of the community, according to their different levels: student, labour, institutional, elderly, among others, incorporating them into the tasks of preparedness for possible emergencies and disasters in their community.
38. Advance the integration of agendas for risk management and adaptation to climate change.
39. Continue establishing land management policies (land-use ordinances) that take into account the risks of natural disaster, in order to prevent construction in areas of high risk. Additionally, it is important to update and implement earthquake resistant construction standards.
40. Promote the participation by the private sector and risk experts in the development of integrated risk management models in decentralized autonomous governments.
41. Promote the exchange of information, knowledge and successful experiences in disaster risk reduction with other local governments and peoples of Latin America and the Caribbean.

FOR PRIVATE ENTERPRISES

42. Identify common meeting points and areas susceptible to cooperation of interest to the private sector in order to implement with the national authorities for risk management and/or local authorities.
43. Characterize scenarios of risk and vulnerability, a product that is becoming more relevant and useful to the private party when setting investment priorities and establishing strategies for business growth.
44. Adapt to political, environmental, social and economic changes in their respective countries.
45. Address disaster risk management in an integral manner along the lines of business, anticipating the impact that a mismanaged risk can have on the finances of the company.
46. Move from theory to practice: start working on risk awareness, risk reduction and disaster management in an articulate manner with technical, operational, political and administrative systems with the government, through pragmatic alliances.

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47. Ask ourselves how the private sector contributes to development, what is the cost-benefit of investing in disaster risk management, how to acquire a more relevant subject role, its social responsibility and how its interventions contribute to the reduction of the vulnerability and growth of each country.

48. Know and update the information on national and international norms and standards on risk management and continuity of operations. (E.g. ISO International, NFPA 1600 and ASIS SPC 1).

49. Continue to support the evolution process of the concept of continuity and advance towards defining strategies of Social Responsibility and Risk Management.

50. Continue monitoring and follow-up on initiatives for disaster risk reduction and continuity of operations, in which the private sector participates.

FOR THE REGIONAL AND INTERNATIONAL ORGANIZATIONS

51. Continue working in coordination and with the greatest spirit of cooperation, complementation and collaboration with regional and subregional institutions specialized in risk management, as well as the institutions of the United Nations System.

52. Continue to support the Private Sector Partnership for Disaster Risk Reduction and the Private Sector Group for promoting DRR in Latin America and the Caribbean region fostered by the United Nations Office for Disaster Risk Reduction (UNISDR).

53. Promote existing initiatives and encourage new public-private partnerships.

54. Share information on activities promoted by international and regional organizations on the participation of the private sector and the generation of public-private partnerships for disaster risk reduction.

55. Finally, the delegations and participants thanked the Government of the Republic of Ecuador, and especially the Secretariat for Risk Management, as well as the Permanent Secretariat of the Latin American and Caribbean Economic System (SELA), and the United Nations Office for Disaster Risk Reduction (UNISDR), for the organization and the support given towards the accomplishment of this III Regional Seminar, and recommended giving continuity and follow-up on attending this issue at the regional level with active participation by the private sector.

C. CLOSING SESSION

The closing remarks at the Regional Seminar were made by the representatives of the institutions organizing the event:

First, Javier Gordon Ruiz, Representative of the Permanent Secretariat of the Latin American and Caribbean Economic System (SELA), in a very special way thanked Dr. María del Pilar Cornejo, Secretary of Risk Management of Ecuador and the excellent team of professionals and technicians of the Secretariat for the excellent work done for the successful accomplishment of the event. He also thanked the national authorities of disaster risk reduction and the authorities and representatives of local governments and local enterprises present, as well as representatives of regional and international organizations and the Ecuadorian institutions present. He also thanked the support given by the United Nations Office for Disaster Risk Reduction (UNISDR) and all the

attendees for their active participation. He pointed out that the event enlightened all present the extent and diversity of national regulations that are available for the continuity of government and the continuity business and operations, as well as the diversity of international norms and standards for risk management and continuity. But he also pointed out that small and medium enterprises have at their disposal an "Implementation Guide for local governments and businesses," which represents a minimum "checking list" to consider in order to begin venturing into the continuity of government and the continuity of operations, as well as a digital space through the website of SELA to continue sharing this interesting topic of interest and regional priority.

Secondly, Raúl Salazar, Regional Adviser from the Regional Office of the Americas from the United Nations Office for Disaster Risk Reduction (UNISDR), thanked Dr. María del Pilar Cornejo, Secretary of Management Risk of Ecuador and the professional and technical team of the Secretariat for the organization and the attention received during his stay in Ecuador.

Finally, Her Excellency Mrs. María del Pilar Cornejo Grunauer, Secretary of Risk Management of Ecuador, intervened, greeting and thanking the presence of all participants, and referred to the importance of the Seminar and public-private partnerships. She pointed out that the experience in Ecuador has shown that the private sector has a facility to react much faster to the announcement of threats than the public institutions sometimes permit and this facility would be complemented if partnerships are established between the public and private sector, moving towards a model of development and disaster risk reduction. She assured that she had received very good impressions of the work sessions of the Seminar and had been really surprised at all that had been discussed and all the programs that have been implemented in different countries. Finally, she considered that the work had served its purpose and assured that they will work to promote these partnerships, while continuing to receive the support of the Secretariat for these activities.

A N N E X I

AGENDA

**III REGIONAL SEMINAR “PARTNERSHIPS BETWEEN THE PUBLIC AND PRIVATE SECTORS
FOR DISASTER RISK MANAGEMENT. CONTINUITY OF GOVERNMENT
AND CONTINUITY OF BUSINESS AND OPERATIONS DURING DISASTERS
IN LATIN AMERICA AND THE CARIBBEAN:
ACHIEVEMENTS AND EXPERIENCES FROM THE PERSPECTIVE
OF LOCAL GOVERNMENTS AND ENTERPRISES”**

Venue: Edificio Centro Integrado de Seguridad
Date: 14 and 15 October 2014. Samborondón, Ecuador

Tuesday, 14 October 2014

Morning

- | | |
|---------------|---|
| 8:30 – 9:00 | REGISTRATION |
| 9:00 – 9:30 | OPENING SESSION <ul style="list-style-type: none"> • Speech by the representative of the Permanent Secretariat of the Latin American and Caribbean Economic System (SELA) • Speech by Mr. Raúl Salazar, Regional Adviser of the Regional Office for the Americas of the United Nations Office for Disaster Risk Reduction (UNISDR) • Speech by Eng. José Luis Asencio, Deputy Secretary of Risk Management of Ecuador • Speech by Eng. César Navas, Minister of Security Coordination, on behalf of His Excellency Mr. Rafael Correa Delgado, President of the Republic of Ecuador |
| 9:30 – 9:45 | COFFEE BREAK (Authorities leave the venue, the Board and press facilities are installed) |
| 9:45 – 10:00 | INTRODUCTORY SESSION
Moderator: Representative of the Permanent Secretariat of the Latin American and Caribbean Economic System (SELA) |
| 10:00 10:30 | Presentation of the study: Continuity of government and continuity of business and operations: Implementation guide for local governments and enterprises
Speaker: Ana Lucía Hill Mayoral, SELA’s Consultant |
| 10:30 – 11:00 | GENERAL DEBATE |
| 11:00 - 11:30 | COFFEE BREAK |

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11:30 – 13:00 **SESSION I: NATIONAL EXPERIENCES IN PROMOTING PUBLIC-PRIVATE PARTNERSHIPS FOR RISK MANAGEMENT AND TO PROMOTE CONTINUITY OF GOVERNMENT AND CONTINUITY OF BUSINESS AND OPERATIONS DURING DISASTERS AT THE LEVEL OF LOCAL GOVERNMENTS AND ENTERPRISES**

Moderator: Eng. Enrique Ponce, Zone 5 Coordinator, Secretariat of Risk Management of Ecuador

Ecuador: Eng José Luis Asencio, Deputy Secretary of Risk Management of Ecuador

Argentina: Héctor Omar Rago, Coordinator of the Under-Secretariat for Provincial Promotion and Development. Ministry of the Interior and Transport

Peru: Alberto Bisbal. Secretary of Disaster Risk Management, Presidency of the Council of Ministers of the Republic of Peru, Pro-Tempore Presidency of the Andean Committee for Disaster Prevention and Response (CAPRADE)

Mexico: Daniel Monroy Fuentes, Director of Innovation, Planning and Continuity of Operations. National Coordination of Civil Protection of the Secretariat of Government (SEGOB)

Colombia: María Margarita Arias Sánchez. Coordinator of International Cooperation of the National Unit for Disaster Risk Management

13:10 – 14:00 GENERAL DEBATE

14:00 –15:00 **FREE TIME FOR LUNCH**

Afternoon

15:00 – 16:30 **SESSION II: PANEL – LOCAL GOVERNMENTS VIS-À-VIS DISASTER SITUATIONS. CONTINUITY OF GOVERNMENT AND PROVISION OF ESSENTIAL PUBLIC SERVICES TO THE COMMUNITY**

Moderator: Carlos Chávez – Political Adviser – Ecuador

Argentina: Esteban Genaro. Director of Civil Protection of the Chivilcoy Municipality, Province of Buenos Aires

Paraguay: Victoriano Vázquez, Director of Health and Environment of the Encarnación Municipality

El Salvador: Mayor's Office of the Santa Tecla Municipality. Mr. Víctor Ramírez, Director of Disaster Risk Reduction and Adaptation to Climate Change of the Santa Tecla Municipality

Ecuador: Local Authority – Decentralized Autonomous Government. Mr. Lenín Lara, Esmeraldas' Mayor

16:30 g– 17:00 COFFEE BREAK

- 17:00 – 18:30 **SESSION III: PANEL – LOCAL GOVERNMENTS VIS-À-VIS DISASTER SITUATIONS. CONTINUITY OF GOVERNMENT AND PROVISION OF ESSENTIAL PUBLIC SERVICES TO THE COMMUNITY**
- Moderator:** Eng. Xavier Vera, General Manager of Geoestudios. Ecuador
- Ecuador: Eng. Aylwin Hacay-Chang, Tecnova-Bosch. Grupo Berlín
- Uruguay: María Laura Rodríguez Ríos. Official in charge of Economic Advisory, Communications and Environment. Union of Exporters of Uruguay
- Colombia: Diana Marcela Gil, Manager of CISPROQUIM. Colombian Security Council
- Colombia: Jorge Enrique Marmolejo, Senior Leader of Industrial Security. Equión Energía
- 18:30 – 19:30 Guided tour at the Integrated Security Centre (SGR-ECU 911)
- 19:30 **Welcome cocktail offered by the Secretariat of Risk Management of the Republic of Ecuador. Facilities of the Integrated Security Centre**

Wednesday, 15 October 2014

Morning

- 9:00 – 10:15 **SESSION IV: TOWARDS A SHARED METHODOLOGY TO EVALUATE CONTINUITY OF GOVERNMENT AND CONTINUITY OF BUSINESS AND OPERATIONS DURING DISASTER SITUATIONS IN LATIN AMERICA AND THE CARIBBEAN: ELEMENTS TO BE CONSIDERED AND SPECIFIC RECOMMENDATIONS**
- Moderator:** Ana Lucía Hill Mayoral, SELA's Consultant
- PANEL 1: LOCAL GOVERNMENTS AND CONTINUITY OF GOVERNMENT**
- OPEN CONFORMATION OF THE PANEL WITH REPRESENTATIVES OF LOCAL GOVERNMENTS
- Luis Cáceres. Municipal Representative. Municipality of Pichincha. Ecuador.
 - Víctor Ramírez. Director of Disaster Risk Reduction and Adaptation to Climate Change. Municipality of Santa Tecla. El Salvador.
 - Victoriano Vázquez. Director of Health and Environment. Municipality of Encarnación. Paraguay.
 - Georgina Martínez. General Director of Civil Protection. State of Morelos. Mexico.
- 10:15 – 10:45 GENERAL DEBATE
- 10:45 – 11:15 COFFEE BREAK

11:15 – 12:30 **PANEL 2: LOCAL ENTERPRISES AND CONTINUITY OF BUSINESS AND OPERATIONS**

Moderator: Sandra Megens Santos (MSc) External Adviser, Secretariat of Risk Management of Ecuador

OPEN CONFORMATION OF THE PANEL WITH REPRESENTATIVES OF PRIVATE ENTERPRISES AND CHAMBERS OF COMMERCE OF LATIN AMERICA AND THE CARIBBEAN

- Eng. Germán Gallegos Chacón. General Manager of Tecnotrust (Topic: ISOs)
- Cecilia Rosell Grijalba, Manager of the Committee of Social Responsibility, Environment and Safety and Occupational Health of the National Society of Industries of Peru
- Erika Crisóstomo. Management Corporate Social Responsibility. CEMEX. México.
- Diana Marcela Aguilar. Chamber of Commerce of Bogotá.
- Yolanda Fernández. Chamber of Commerce of Costa Rica.

12:30 – 13:30 GENERAL DEBATE

13:30 – 14:30 **FREE TIME FOR LUNCH**

Afternoon

15:00 – 16:00 **SESSION V: REGIONAL INITIATIVES UNDERWAY TO PROMOTE PUBLIC-PRIVATE PARTNERSHIPS FOR DISASTER RISK REDUCTION**

Moderator: Raúl Salazar, Regional Adviser of the Regional Office for the Americas of the United Nations Office for Disaster Risk Reduction (UNISDR)

- Chapter for Latin America and the Caribbean of the Alliance of Private Sector for Disaster Risk Reduction. Erika Crisóstomo, Manager of Inclusive Business of Corporate Social Responsibility, CEMEX, Mexico
- Pan American Health Organization/World Health Organization (PAHO/WHO). Ciro Ugarte, Director of the Department of Preparedness for Emergency Situations and Disaster Relief
- Office for the Coordination of Humanitarian Affairs (OCHA). Regional Office for Latin America and the Caribbean. Katherine McAleer, Humanitarian Affairs Officer. Preparation and Emergency Unit
- Promoting Group of the Private Sector Alliance for Disaster Risk Reduction, the Americas. Diana Marcela Gil, Manager of the Colombian Security Council

16:00 – 16:30 GENERAL DEBATE

16:30 – 16:45 COFFEE BREAK

16:45 – 17:45 SESSION VI: CONCLUSIONS

Moderator: Representative of the Permanent Secretariat of the Latin American and Caribbean Economic System (SELA)

- Presentation of the Subportal of SELA on Public-Private Partnerships for Disaster Risk Reduction in Latin America and the Caribbean and the Directory of Enterprises committed to Risk Management
- Main conclusions and recommendations and contributions to outline a methodology to evaluate continuity of government and business during disaster situations in Latin America and the Caribbean, at the level of local governments and enterprises. Ana Lucía Hill Mayoral, SELA's Consultant

17:45 CLOSING SESSION

- Representative of the Permanent Secretariat of the Latin American and Caribbean Economic System (SELA)
- Speech by Raúl Salazar, Regional Adviser of the Regional Office for the Americas of the United Nations Office for Disaster Risk Reduction (UNISDR)
- Speech by Minister María del Pilar Cornejo, Secretary of the Secretariat for Risk Management of the Republic of Ecuador (SGR).

A N N E X I I

**SPEECH BY AMBASSADOR ROBERTO GUARNIERI, PERMANENT SECRETARY
OF THE LATIN AMERICAN AND CARIBBEAN ECONOMIC SYSTEM (SELA)**

Mr. César Navas, Minister Coordinator of Security of the Republic of Ecuador;

Mr. José Luis Asencio, General Sub-Secretary for Risk Management;

Mr. Raúl Salazar, Regional Advisor of the Regional Office for the Americas of the United Nations Office for Disaster Risk Reduction (UNISDR);

Representatives of Mayors' Offices, Municipalities and Governorates of Latin America and the Caribbean;

Representatives from regional and international organizations;

Representatives of Government;

Representatives from private Latin American and Caribbean associations and enterprises;

Ladies and Gentlemen:

The Permanent Secretariat of the Latin American and Caribbean Economic System (SELA) is very pleased and honoured with the conduction of this "III Regional Seminar on Partnerships between the public and private sectors for Disaster Risk Management: Continuity of Government and Continuity of Businesses and Operations during Disasters in Latin America and the Caribbean: Achievements and Experiences from the Perspective of Local Governments and Enterprises", especially on such a special occasion, having celebrated yesterday the "International Day for Disaster Reduction", established by the United Nations.

On behalf of the Permanent Secretary of SELA, Ambassador Roberto Guarnieri, we express our sincere appreciation to the Government of Ecuador, and especially to the Secretariat of Risk Management, for all the support and collaboration provided and for hosting us in this beautiful city and particularly in this Integrated Security Centre, which is one of the emblematic buildings built with the best technology to protect the welfare and life of Ecuadorians.

We would also like to express our thanks to the United Nations Office for Disaster Risk Reduction for the support it has been giving us over the last five years, during which period we have developed a fraternal relation of inter-institutional collaboration and cooperation to promote preventive culture in the region and especially the strengthening of public-private partnerships for disaster risk reduction.

Obviously, this is a reflection of the priority that the 28 Member States of SELA have been giving to the issue of disaster risk management and humanitarian aid, an issue that has also been taking greater force in all Latin American and Caribbean institutions which, in turn, are in an ambitious process of coordination, cooperation and complementation to make prevention a culture to protect the life and welfare of citizens and the most vulnerable sectors of society.

During the past four years, the Permanent Secretariat of SELA, in close collaboration with the United Nations Office for Disaster Reduction, has been organizing regional meetings to promote and encourage public-private partnerships for risk management in Mexico, Panama, Peru, Colombia and, on this occasion, in Ecuador, a country that has demonstrated its firm commitment to risk management and humanitarian aid.

The topic that will be addressed at this III Regional Seminar is innovative, given that its objective is to review progress and experiences of the public-private partnerships to reduce disaster risk in Latin America and the Caribbean, but within the perspective of local governments and enterprises, since the interest is focused on assessing and reviewing the provision of essential public services, and promote the development of instruments, methodologies and indicators to verify and monitor the good performance of local risk management.

It is important to note that the Permanent Secretariat of SELA has been encouraging this issue in close cooperation and coordination with regional instances, specialized in this field, particularly within the framework of Regional Meetings on International Mechanisms for Humanitarian Assistance (MIAH) and Meetings by the Working Group of Intergovernmental Organizations, organized by the Office for the Coordination of Humanitarian Affairs (OCHA) of the United Nations and the Sessions of the Regional Platform for Disaster Risk Reduction, organized by the Office of the United Nations Disaster Risk Reduction (UNISDR).

This task of interinstitutional coordination, cooperation and complementation to strengthen public-private partnerships for disaster risk reduction in Latin America and the Caribbean, has a specialized Sub-portal that the Permanent Secretariat has created to cluster all relevant information on the issue and which will include a directory, presently under development, on private companies and associations interested and sensitive to risk management.

On behalf of the Permanent Secretary of SELA, I wish you the greatest success in your debates and I hope that the dialogue space that this III Regional Seminar represents will be favourable to the debate and productive in the search for solutions to the challenges proposed under this issue, which is so necessary for the region.

Thank you all for your participation.

A N N E X I I I

**SPEECH BY ENGINEER JOSÉ LUIS ASENCIO, DEPUTY SECRETARY
OF RISK MANAGEMENT OF ECUADOR**

Welcome to this beautiful country, Ecuador, pluricultural and pluriethnic. On one occasion, our dear President, Economist Rafael Correa Delgado, referring to the diversity and peculiarity of our country, mentioned that the Pope could be Argentinian, God could be Brazilian but, definitely, paradise was Ecuadorian.

In recent days, Ecuador has received some international tourists recognitions; our capital, Quito, is recognized as one of the 14 wonder cities of the world.

From the above, the responsibility of being innovators and leaders in risk management in Ecuador and from Ecuador is a priority, not only from the responsible management of the environment, but also for adequate planning of policy development and eradication of poverty.

Following the extraordinary winter season in 2008, when emergency was declared in 13 of 24 provinces, our government took the initiative of including in the constitution Articles 389 and 390, which deal with the issue of risk management, first Magna Carta back then which included these concepts, thereby strengthening institutionalization under the creation of a Secretary of State, where we moved from having a reactive vision to a preventive vision.

Since then we have undertaken an arduous and successful work to create the best conditions for managing and reducing the effects caused by disaster events.

In January 2012, we completed our first manual for the risk management committee, updated in September this year.

Risk management, its reduction and mitigation are fundamental aspects of the project for change that is led by the president of the republic. Our country, the Ecuadorian miracle, as this process initiated by Comrade President is known in some forums, is the result of a constant and daily planning effort.

Ecuador has a planning instrument denominated the National Plan for Good Living prepared by the National Secretariat for Planning SENPLADES. This plan with regards to the period 2013-2017, determined in its objective 3 to improve the quality of life of the population, this plan determined that the secretary for risk management define two policies: 1) promote adequate conditions for a safe and inclusive habitat and 2) ensure the preservation and overall protection of cultural and natural heritage and of the citizens to threats and risks of natural or anthropic origin.

In that line, the national government has created and promoted:

463 prevention and mitigation tasks

432 hazard maps nationwide

More than 70 risk management units conformed in local governments

Binational drills have been conducted with Peru and Colombia with the participation of over 11,880 people.

1,881 educational centres with institutional emergency plans

701 educational centres that have carried out drills

665 community committees and 67 community networks formed

817 training events in public and private institutions

856 neighbourhood brigadiers trained in risk management

65 prevention campaigns against specific threats

1,454 volunteers trained in risk management

125 plans for institutional risk management

These processes and those which have been implemented by the government as a whole in its various sectors, have given us as a result a key indicator on effective investment, determining that in Ecuador if a dollar is invested in prevention, nine point five dollars are saved in recovery expenses after an emergency or disaster.

Risk management is closely linked to the development of communities. According to the report from the World Conference on Disaster Reduction in Kobe, Hyogo, in January 2005, it was determined that disasters notably undermine investments made for the development of the majority, and are therefore an obstacle to sustainable development and eradication of poverty.

Presently, and aware of the importance of seeking to have societies with the capacity to respond to disasters, in the coming days we will submit for the approval of the president of the republic a platform for administration of shared interinstitutional databases, which will allow us access to historical information and in real-time throughout the measurement carried out from Ecuador on temperature changes in the ocean, volcanic behaviour, seismic activities, rainfall which, compared to and fed back with the available information regarding cultivated areas, soil types, basic services infrastructure, roads, telecommunications and electrical connection, may not only allow us to take more efficient decisions with the effect of reducing costs by requiring the mobilization of state resources, but also facilitate us with the identification with geopositioning of citizens who would be affected or in risk conditions in the event of a disaster.

This multidisciplinary platform for the reading, analysing and crossing of databases may also allow us to collaborate with the productive sector in its dynamic behaviour. The Regional Geographic System may make available to the general public, the agricultural areas that would be affected by the increase of water flows, the financial impact with regard to credit lines that are associated with these areas, useful information for the fishing sector in order to determine the change of the biomasses to temperature variations in in the coastal profile, feedback to the real estate and industrial sector on the conditions at the location of its facilities and real estate development against possible increase of water flows or water levels by atypical rainfall, specific alerts to the associated authorities of health, education, transport, public services and infrastructure may take measures confined to the affected areas in order to mobilize resources that are exclusively provided to the affected area and people.

I have mentioned this project to optimize our analysis platform as a sample and a first initiative of interaction and collaboration with the private sector, reason for this workshop.

A first step in interinstitutional coordination for response is represented by the most modern system in Latin America to attend to incidents related to the safety of individuals, named ecu911. Today, we are in one of its facilities in the city of Samborondón and, precisely the person responsible for this unparalleled project is our present minister, coordinator of security, Cap. César Navas, for whom I request a warm applause, for his commitment and effective work in achieving the improvement in public safety conditions.

Today, Ecu911 is an important instrument that this secretary risk management has, which allows us to optimize our infrastructure and response platform and risk management, and which integrates our information generating system for decision-making on risk related issues through the construction of scenarios.

During the sessions of these two days, we will learn the experiences of other sister nations in the creation of platforms, indicators, private and public programs, that seek to reduce damages that result from the lack of systems or plans for evacuation, transport of basic commodities, clearing debris, securing facilities to store basic commodities and food, coordinated plans against social commotion, suspension of telecommunications and basic services, non-existence of plans for handling nationwide panic, unawareness and disarticulation of the use of areas for public attention and safe areas.

This seminar is a true and real expression of what an integrated society for the common good, solidarity and social commitment of all its members is all about.

On behalf of the national government, and from this portfolio of State, I want to acknowledge in a special way the presence and the massive interest of mayors, officials and businessmen to participate in this event. This is a clear demonstration of the positive change that this country has experienced with the commencement of this process of change of government management, of the citizens' revolution, of the attitude and responsibility that all rulers should have before their constituents, the people of Ecuador, and the efforts that the high and honourable commission required to exercise public functions.

On behalf of Dr. Maria del Pilar Cornejo, I declare this event open, not before giving special thanks to the directors of SELA who embraced our request that Ecuador should be the host of this third event, and who also accompanies us in the co-organization of this two-day event.

I sincerely hope that, as a conclusion of this seminar, we can establish future meetings and determine possible partnerships between these two sectors to generate a base instrument that allows us to present to the public a coordinated plan with public and private contributions, both local and national in the event of disasters and the reduction of their effects. Likewise, arouse in the private sector the importance of their role in the participation and assistance of their components both human and infrastructure to ensure not only the continuity of business in the face of disasters, but also to mitigate the damage that could result from the lack of synergy between all the strategic actors in a country.

Risk is not associated with poverty; it generates delay in reducing poverty. Risk is an indicator, result and effect of the lack of planning, reason for which we are here to reduce it as much as possible.

To conclude, I want to leave you with the words of the Nobel Peace Prize: Nelson Mandela

I quote: *"Whether you change the linen or stitch up wounds, cook the food or dispense the medicines, it is in your hands to help build a public service worthy of all those who gave their lives for the dream of democracy"*. End of quote.

Dear participants of this SELA event, it is in our hands to build a public service worthy of all those who give their lives for the dream of democracy.

Thank you very much.

A N N E X I V

**SPEECH BY ENGINEER CÉSAR NAVAS, MINISTER OF SECURITY COORDINATION,
ON BEHALF OF HIS EXCELLENCY RAFAEL CORREA DELGADO,
PRESIDENT OF THE REPUBLIC OF ECUADOR**

Greetings to everyone at this important event, to strengthen economic and technical cooperation between the public and private sector for disaster risk management.

An embrace to the Representatives of the private and public sectors that are key actors in this process, as strategic elements for the implementation of this plan.

Our constitution determines that the objective of risk management is to reduce the vulnerability of the people and nature against the threats of natural origin, making an overall management for risk reduction and management of emergencies and disasters, which forms part of our State policy, articulated in the regime of Good Living.

I congratulate the initiative to encourage debates and exchange of ideas and experiences that address the Continuity of Operations in the Private Sector and Government at the local level, public-private partnerships that can sustain potential hazard scenarios, where immediate action becomes everyone's responsibility, and a way to accomplish this is through the development and putting into practice plans for continuity of operations to ensure the operation and functionality of organizations in a coordinated and team work, with actions aimed at increasing the capacity of response in an organized and effective manner, reducing the impact on the population.

We are well aware that, as of the inter-institutional capacity both public and private is strengthened, we can respond to warning systems, emergency plans, contingency and disaster in the country through the planning and construction of the system for risks in each territory.

I praise this public-private partnership and also "the community" as they must establish organized and integrated construction plans with the development policies of each site, taking into account social and economic aspects. It is important to note that the occurrence of a disastrous event is not necessary, but instead, advance, strengthen policies, strategies and standards that will make this process a smooth and sustainable process.

Over the past 25 years, great disasters have affected the countries of the Andean Region. According to ECLAC (2003), 33% of the direct and indirect losses (human lives, social and productive infrastructure) in the region were caused by natural events. In our country, the phenomenon of El Niño, during the most severe episodes (1982-1983-1997 and 1998) caused losses estimated at US\$ 3,900 million.

We are very aware that disasters generate direct and indirect losses, so it is important to create such strategies for risk reduction, investment in reducing vulnerability and increasing the resilience of enterprises and smaller businesses, that not only strengthens corporate sustainability, but also generates the obtaining of a shared value to obtain local employment, of higher productivity and welfare.

While risk management is a precondition for the continuity of key operations of a country, and for the continuity of economic and social development of the region, it is important to mention that if the necessary measures are not adopted to mitigate the impact, it would be negative.

That is why the implementation and development of policies for risk management are framed in international commitments, in Constitution, the Law on Public and State Security, the National Plan for Overall Security, the Plans for Territorial Ordinance and Development, and Autonomous Decentralized Governments and the National Plan for Good Living.

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Our government, led by our President Rafael Correa, has shown one and a thousand times, through public policies established and the strengthening of the National Security System and of the State, risk management as a transversal issue that convenes and articulates sectors, but none of this would be accomplished without political will, institutional commitment by each of the actors involved in this great project. Under the motto of coordinated, articulated and permanent work, the Coordinating Security Ministry has been promoting and defining actions to strengthen an integral security system for the population.

We must speak loud and clear, as we are doing in this space, as we are doing in the important construction of these strategic partnerships for the benefit of our country, working closely with our decentralized autonomous governments towards strengthening procedures and actions to mitigate the risk of cities that, as in our country, are located in areas of high-risk to natural disasters of all kinds.

Citizens have become aware that this entails shared responsibility, where we can all contribute to raising levels of preparedness and disaster response capacity and, above all, making good use of communication instruments.

Ecuador today is becoming a benchmark in risk management; I remember years ago, before our government, there was no one in charge of risks, there were no clear procedures for immediate reaction; to react to an emergency were the Armed Forces, but there was no institution with defined policies for prevention, remediation or accompaniment.

Since 2009, the Government of the Citizens' Revolution creates the Secretariat of Risk Management with a vision of overall security and development that allows consistent articulation of actions, guidelines and policies in the sector.

Today, it is different. We know that there is a lot to be done, but we also know how much we are progressing. **Before the Citizens' Revolution, there was no security system**, but disarticulated institutions dedicated more to the reaction instead of the prevention and remediation.

That is what we have achieved in Ecuador: an Integrated Security System, jump-start the concept of overall security, begin the revolution in security with a system that is an example in Latin America and which is among the best in the world. This change has involved profound changes in the institutions integrating the security sector, articulating a system that is integrated, coordinated, respectful of human rights, inclusive and participatory as an expression of historical change in the concept of security in our country.

Ladies and Gentlemen:
Thank you very much.

A N N E X V

LIST OF PARTICIPANTS

NATIONAL AUTHORITIES IN CHARGE OF DISASTER RISK REDUCTION

ARGENTINA

Héctor Rago
Coordinator of the Under-Secretariat for
Development and Provincial Building
Ministry of Interior and Transport
Buenos Aires, Argentina
Tel: (54.11) 43461866 - (54.11) 4339.0800 ext.
71867 – (54.11) 4310.2112 – (54.11)
4346.1867
Fax: (54.11)4346.1561 – (54.11)4346.1867
E-mail: ragohector@yahoo.com.ar;
cln@mininterior.gov.ar
Web site: <http://www.mininterior.gov.ar/> -
<http://www.proteccioncivil.gov.ar/>

Esteban Genaro
Director of Civil Protection of the Chivilcoy
Municipality
Buenos Aires Province
E-mail: estebangenaro.dcc@hotmail.com
Tel: 0054-9-02346-15511896

BARBADOS

Kerry Roberta Hinds
Deputy Director
Department of Emergency Management
Bridgetown; Barbados
Tel: (1.246) 438.7575 – (1.246) 421.6736 -
(1.246) 421.8516
Fax: (1.246) 425.8854 - (1.246) 421.8612
E-mail: deminfo@barbados.gov.bb;
kerry.hinds@barbados.gov.bb
Web site: <http://www.dem.gov.bb/>

BOLIVIA

Marco Antonio Salinas
Chamber of Commerce of Bolivia
Tel: (591) (2) 2378606
La Paz, Bolivia

Gustavo Adolfo Jauregui
Chamber of Commerce of Bolivia
La Paz, Bolivia
Tel: (591) (2) 2378606
E-mail: jhinojosa@cnc.bo; gjauregui@cnc.bo

CANADA

Basil Haylock
Honorary Consul of Canada
Embassy of Canada in Quito
Tel: (593) 042631109 - 0999427432
Ecuador
E-mail: bhaylock2@hotmail.com

Raquel Bahamonde
Consular Official
Embassy of Canada in Quito
Tel: (593) 022455494 - (593) 0995274370
Ecuador
E-mail:
raquel.bahamonde@international.gc.ca

COLOMBIA

María Margarita Arias Sánchez
Head of International Cooperation
National Unit for Disaster Risk Management
Santafé de Bogotá, Colombia
Tel: (57.1) 375.1078 – (57.1) 364.9090
Fax: (57.1) 375.1077
E-mail:
margarita.arias@gestiondelriesgo.gov.co
Web site:
<http://www.sigpad.gov.co/sigpad/index.aspx>

Diana Marcela Gil
Manager
Colombian Council of Security (CCS)
CISPROQUIM
Bogotá, Colombia
Tel: +571 2886355
E-mail: diana.gil@ccs.org.co

Diana Marcela Aguilar Gómez
Coordinator of Regional Projects
Business Environmental Corporation
Chamber of Commerce of Bogotá
E-mail: proyectosregioncaem@ccb.org.co
Tel: +57 3830300 Ex.4326
Cel: 3142285715

52

Jorge Enrique Marmolejo
Senior Leader of Industrial Security
EQUIÓN Energía
Tel: +57 3104793150
E-mail: jorge.marmolejo@Equión-energia.com
Web site: www.Equión-energia.com

COSTA RICA

Yolanda Fernández Ochoa
Third Vice-President
Chamber of Commerce of Costa Rica
Tel: (506)25825355 - (506) 89974163
Costa Rica
E-mail: yolanda.fernandez@wallmart.com

CHILE

Rodrigo Hume
Consul of Chile in Guayaquil
Ministry of Foreign Affairs of Chile
Ecuador
E-mail: rhume@minrel.gov.cl;
rodrigo@hume@hotmail.com

ECUADOR

María del Pilar Cornejo
National Secretary of Risk Management
National Secretariat of Risk Management
Guayaquil, Ecuador
Tel: (593.02) 254.9119 – (593.02) 223.5497 –
(593.02) 252.8232
Fax: (593.02) 254.5399 – (593.02) 243.0701 –
(593.02) 243.9918
E-mail: direccion@snriesgos.gov.ec;
mariadelpilarcornejo@gmail.com;
Web site:
<http://www.stgestionriesgos.gov.ec/>

Econ. Christian Cordero Nicolaide
General Coordinator of Planning
National Secretariat of Risk Management
Tel: (593.02) 254.9119 – (593.02) 223.5497 –
(593.02) 252.8232
Fax: (593.02) 254.5399 – (593.02) 243.0701 –
(593.02) 243.9918
Guayaquil, Ecuador
E-mail: ccordero@snriesgos.gob.ec

Sandra Megens
External Adviser
National Secretariat of Risk Management
Tel: (593.02) 254.9119 – (593.02) 223.5497 –
(593.02) 252.8232
Fax: (593.02) 254.5399 – (593.02) 243.0701 –
(593.02) 243.9918
Guayaquil, Ecuador
E-mail: sandramegens563@hotmail.com

Marco Stalin Tapia
Administrative Director
Ministry of Justice, Human Rights and Cults
Tel: (593) 0980447283
Ecuador

Hugo Francisco Madero Guerrón
Planning Analyst
Ministry of Electricity
Tel: (593) 023976000 ext. 1626
Ecuador

Fausto Poveda Reinoso
Director of Risk Management
Ministry of Agriculture, Cattle Raising and
Aquaculture
Tel: (593) 023960100 - (593) 0993037053
Ecuador
E-mail: fpoveda@magap.gob.ec

Ricardo Fernando Pachacama Méndez
Technical Coordinator of Agricultural
Insurance
Ministry of Agriculture
Tel: (593) 023960100 ext. 1653 - (593)
0984695757
Ecuador
E-mail: rpachacamam@magap.gob.ec

Isabel Velástegui
Analyst
Ministry of Finance
Tel: (593) 023998300 ext. 1429 - (593)
0958824841
Ecuador
E-mail: ivelastegui@finanzas.gob.ec

Fabián Zamora Aizaga
Director of Planning
Ministry of Finance
Tel: (593) 023998300 - (593) 0996842484
Ecuador
E-mail: mzamora@finanzas.gob.ec

Marcia Jeanneth Padilla Páez
Official – Expert in Organizations and
Multilateral Trade Forums
Ministry of Foreign Trade
Tel: (593) 0997449204
Ecuador
E-mail: marcia.padilla@comercioexterior.gob.ec

Marco Xavier Proaño Ramírez
Adviser of the Under-Secretariat of Transport
Ministry of Transport and Public Works
Tel: (593) 023974600 – (593) 0992751400
Ecuador
E-mail: mxproano@mtop.gob.ec

Xavier Fernández
Tourist Security
Ministry of Tourism
Tel: (593) 0992830968
Ecuador
E-mail: Xfernandez@turismo.gob.ec

Mauricio Carvajal
National Director of Risk Management
Ministry of Education
Tel: (593) 023961300 ext. 3008 – (593)
0998326611
Ecuador
E-mail: mauricio.carvajal@educacion.gob.ec

Ángel Vinicio Valencia Ramos
Head of Security and Labour Health
Electrical Corporation of Ecuador (CELEC EP)
Tel: (593) 042393918 ext. 2111 - (593)
0991509665
Ecuador
E-mail: angel.valencia@celec.gob.ec

Carlos Xavier Orellana Cepeda
Analyst
Under-Secretariat of Ports
Tel: (593) 0997201562
Ecuador
E-mail: corellana@mtop.gob.ec

Luis Cáceres
Official in charge of the Climate Change
Subsystem
Government of the Province of Pichincha
Tel: (593) 023934516 - (593) 0998131942
Ecuador
E-mail: lcaceres@pichincha.gob.es;
lecaceress@yahoo.es

Lenin Andrés Bernal Zambrano
Assistant DC
GAD Santo Domingo Municipality
Tel: (593) 0981428198
Ecuador
E-mail: babylenin@hotmail.es

Rodrigo Escobar Delgado
Coordinator of Strategic Analysis
Secretariat of Intelligence
Tel: (593) 0996538480
Ecuador
E-mail: rodrigo.escobar@sin.gob.ec

José Ramón Echeverría Mesía
Risk Management Promoter
GAD Salitre Municipality
Tel: (593) 0992457032
Ecuador
E-mail: joseecheverria1984@hotmail.com

Jorge Luis Silvestre de la Cruz
Director of Risks
GAD Salinas
Tel: (593) 042930004 - (593) 0987217328
Ecuador
E-mail: thejorge1212@gmail.com

54

Jairo Mauricio Cervantes Puente
Banking Consultant
Central Bank
Tel: (593) 0983193231
Ecuador
E-mail: jmcervantes@bce.com

Luis Bonilla
Deputy Manager of Risks
National Bank for Development
Tel: (593) 0984256778
Ecuador
E-mail: luisoswaldobonilla@bnf.fin.ec

Diego Arroyo
National Security Coordinator
Internal Revenue Service
Tel: (593) 022540003 - (593) 0984885959
Ecuador
E-mail: dfarroyo@sri.gob.ec

Byron Mancheno
Adviser
Ecuador Post Service
Tel: (593) 0999705548
Ecuador
E-mail:
bmancheno@correosdelecuador.gob.ec

Johnny Manuel Almenaba Vera
Post Service Inspection Agent
Ecuador Post Service
Tel: (593) 042590310 ext. 6546 - (593)
0989712453
Ecuador
E-mail: johnny_vera_12@hotmail.com;
jalmenaba@correosdelecuador.gob.ec

Carlos Luis Robles Hernández
Post Service Security Chief - Guayaquil
Ecuador Post Service
Tel: (593) 042590310 - (593) 0988234243
Ecuador
E-mail: crobles82@hotmail.com

Gregori Alexander Mosquera Fueka
Industrial Security Technician
CNEL
Tel: (593) 042971200 - (593) 0991802409
Ecuador
E-mail: gmosquera@cnel.gob.ec

Jiovannine Fernando Barzola Bajaña
Security and Health Supervisor
CNEL
Tel: (593) 0993382181
Ecuador
E-mail: jbarzola@cnel.gob.ec

Xavier Díaz
Prevention and Security Manager
Corporación Favorita C. A.
Tel: (593) 042886632 - (593) 0998380810
Ecuador
E-mail: xdiaz@favorita.com

Silvia Dolores Cordero Encalada
Director of University Well-Being
Universidad del Pacífico
Tel: (593) 0988685690
Ecuador
E-mail: sylvia.cordero@upacifico.edu.ec

José Luis Santos
Professor-Researcher
ESPOL
Tel: (593) 042269460 - (593) 0997476744
Ecuador
E-mail: jlsantos@espol.edu.ec

Santiago Mauricio Salazar Torres
Official in charge of Environmental
Management
CNT
Tel: (593) 023731700 ext 21123 - (593)
0996698848 - (593) 0996158354
Ecuador
E-mail: santiagom.salazar@cnt.gob.ec

Mario Francisco Tapia Hernández
Director of Risk Management
MIES
Tel: (593) 0985439685 - (593) 0998746260
Ecuador
E-mail: asesormies@gmail.com;
mario.tapia@incñusiom.gob.ec

Francisco Barco
Prevention and Security Deputy Manager
Corporación Favorita C.A
Ecuador
E-mail: fbarco@favorita.com

Owen Jerry Escobar Flores
Head of Rescue
CTE - Rescue and Emergency Medical Unit
Tel: (593) 0994813871
Ecuador
E-mail: owenescobar2007@hotmail.com

Luis Morán
Head of Industrial Security
San Carlos Agricultural and Industrial Society
Tel: (593) 042729164 - (593) 0988965162
Ecuador
E-mail: lmoran@isc.com.ec

Edgar Oswaldo Ortiz Sevillano
President
Ortizsevi Ingenieria & Proyectos S.A
Tel: (593) 045111273 - (593) 0997522910
Ecuador
E-mail: edgarortizsevillano@hotmail.com

Gerardo Panchano Valencia
Director of Environmental Security
Infraestructura Pesquera IPEEP
Tel: (593) 0992834998
Ecuador
E-mail: lgpanchano@ieep.gob.ec

Yander Daniel Cano Menéndez
Head of the Unit of Integral Protection
Astinave EP
Tel: (593) 042594592 - (593) 0999486661
Ecuador
E-mail: ycano@astinave.com.ec

Carlos Alberto Ramírez Posada
Industrial Security Supervisor
Astinave EP
Tel: (593) 042594560 - (593) 0993614680
Ecuador
E-mail: cramirez@astinave.com.ec

Jessica Quintana
Official in charge of Community Relations
Repsol
Tel: (593) 0999793092
Ecuador
E-mail: sjquintanav@repsol.com

Ernesto Alarcón
Planning and Management Control Manager
Petroecuador EP
Tel: (593) 0996927910
Ecuador
E-mail: ernesto.alarcon@epetroecuador.ec

Viviana Garzón
Analyst of Risk Management
Senescyt
Tel: (593) 0988872425
Ecuador
E-mail: ugarzon@senescyt.gob.ec

Henry Rafael Delgado Loor
Administrative Deputy Manager
Distribuidora Farmacéutica DIFARE
Tel: (593) 042371320 - (593) 0997275900
Ecuador
E-mail: henrydelgado@grupodifare.com

Carlos Vaca
ISO Chief
Distribuidora Farmacéutica DIFARE
Tel: (593) 043731390 ext 7850 - (593) 0995008230
Ecuador
E-mail: carlos.vaca@grupodifare.com

56

Antenor Iturralde Kure
Head of Department
EPA
Tel: (593) 0994495761
Ecuador
E-mail: antenoriturraldek@hotmail.com

Luis Mateo
Director of Projects
J & JH International Consulting
Tel: (593) 042886332 - (593) 0989130025
Ecuador

Jhonny López Holguín
Technical Institutional Coordinator
GAD Municipal del Cantón Pedro Carbo
Tel: (593) 042704124 - (593) 0997478929
Ecuador
E-mail: jhonny.lopez@pedrocarbo.gob.ec

Carlos Montiel
Delegate
ASEPLAS
Tel: (593) 0993779258
Ecuador
E-mail: carlos.montiel@falesa.com

Lenin Abelardo Velasco Fonseca
Head of Industrial Security
CNEL EP
Tel: (593) 052730089 - (593) 0997065055
Ecuador
E-mail: lvelasco@cnel.gob.ec

Gabriela Vacacela
Director of Resettlements
MIDUVI
Tel: (593) 022508718 - (593) 0996920461
Ecuador
E-mail: gvacacela@miduvi.gob.ec

Xavier Bonhommeau
Security Manager
LAFARGE CEMENTOS S.A
Tel: (593) 062997460 - (593) 0997398313
Ecuador
E-mail: xavier.bonhommeau@lafarge.com

Andrés Zambrano
Operation and Maintenance Engineer
CONECEL
Tel: (593) 045004040 - (593) 0999425907
Ecuador
E-mail: azambrano@claro.com.ec

Astrid Figueroa
SHEQ Coordinator
AGRIPAC S. A.
Tel: (593) 042590695 - (593) 0969509300
Ecuador
E-mail: afigueroa@agripac.com.ec

Carlos Julio Fajardo Rodríguez
Project Leader
INAMHI
Tel: (593) 03971100 - (593) 0984069045
Ecuador
E-mail: cfajardo@inamhi.gob.ec

Ángel Javier Martínez Vera
Preparedness and Response Technician
Municipal Unit for Risk Management of
Salitre
Tel: (593) 0989866418
Ecuador
E-mail: angeljavier2009@live.com.es

Paola Leonor Crespín Villavicencio
Labour Security and Health Coordinator
Distribuidora Farmacéutica DIFARE
Ecuador
E-mail: paola.crespin@grupodifare.com ;
paoliticrespin@gmail.com

Mario Donald León Quinto
Risk Management Coordinator
GAD Salitre Municipality
Tel: (593) 0994731377
Ecuador
E-mail: ucgrsalitre@gmail.com;
mariodonald1969@hotmail.com

Fidelina Narcisca Cambisaca Eugenio
Ortizsevi Ingenieria & Proyectos S.A
Tel: (593) 0997608782
Ecuador
E-mail: narcisacam@hotmail.com

EL SALVADOR

Víctor Manuel Ramírez Alvarado
Director of Disaster Risk Reduction and
Adaptation to Climate Change
Santa Tecla Municipality Mayor's Office
San Salvador, El Salvador
Tel: 503-25001381
E-mail: Victor.Ramirez@amst.gob.sv;
santateclaporlavida@hotmail.com

UNITED STATES

Harry M. Bishop
Vice-President
WILLIS RE
Tel: (001) 13053738460 - (001) 3054409663
EEUU
E-mail: bishophm@willis.com

MEXICO

Daniel Monroy Fuentes
Director of Innovation, Planning and
Continuity of Operations
National Coordination of Civil Protection
Secretariat of Government (SEGOB)
Mexico City, Mexico
Tel: (52.55) 52428100 ext 36433
Fax: (52.55) 3003.2900 – Ext: 11692 / 11711
E-mail: dmonroy@segob.gob.mx

Georgina Martínez Latisnere
General Director of Civil Protection of
Morelos State
State Institute for Civil Protection of Morelos
Mexico
E-mail: mlgeorgina_pc@hotmail.com

Erika Lizett Crisóstomo Betancourt
CEMEX
Tel: (521) 8183283120 - (521) 8117902591
Mexico
E-mail: erikalizett-crisostomob@cemex.com

NICARAGUA

María Félix Lacayo
National System for Prevention, Mitigation
and Disaster Relief (SINAPRED)
Tel: (505)51714280 - (505)85900474
E-mail: mlacayo@sinapred.gob.ni

PANAMA

Erllyn Santana
Lawyer
Ministry of Economy and Finance
Tel: (507) 5042792 - (506) 66767188
Panama
E-mail: esantana@mef.gob.pa

PARAGUAY

Ricardo Maidana (Head of Delegation)
Cabinet Technical Adviser
Secretariat of National Emergency
Asunción, Paraguay
Tel: 595 21 440997 –595-981205017
Fax: 595 21 440998
E-mail: ricardomaida@hotmail.com
Web site: www.sen.gov.py

Fabiola Tavarelli
Head of Risk Management and Humanitarian
Assistance
Ministry of Foreign Affairs
Tel: (595 21) 493655
Fax: (595 21) 493655
E-mail: ftavarelli@mre.gov.py
Web site: www.mre.gov.py

Victoriano Vázquez
Encarnación Municipality
Director of Health and Environment
Encarnación, Paraguay
Tel: 59571204800
Fax: 59571204800
E-mail: vazquezdoldan@gmail.com
Web site: www.encarnacion.gov.py

58

Juana Beatriz Bogado González
 Coordinator of Projects
 Encarnación Municipality
 Tel: (595) 712069117 - 0995368012
 Paraguay
 E-mail: jbbogado@gmail.com

PERU

Alberto Bisbal
 Secretary of Disaster Risk Management.
 Pro-Tempore President of CAPRADE
 Presidency of the Council of Ministers.
 Secretariat of Disaster Risk Management
 Lima, Peru
 Tel: (511) 225.9898 - (511) 224.0918
 Fax: (511) 224.3460
 E-mail: abisbal@pcm.gob.pe;
ssarria@pcm.gob.pe
 Web site: www.pcm.gob.pe

Félix Augusto Icochea Iriarte
 Director of the Direction of Rehabilitation
 National Institute of Civil Defence (INDECI)
 Calle Dr. Ricardo Angulo Ramírez N° 694 Urb.
 Corpac - San Isidro. Lima, Peru
 Tel: (511) 225-9898 / 5112240918
 Fax: 511-2243460
 E-mail: lecheverria@indec.gov.pe;
amurgueytio@indec.gov.pe;
defensacivil@indec.gov.pe;
 Web site: <http://www.indec.gov.pe>

Cecilia Rosell Grijalba
 Manager
 Committee of Social Responsibility and
 Environment
 National Society of Industries
 Tel: +511-6164444 anexo 239
 E-mail: crosell@sni.org.pe;
cecirosell@gmail.com

Cesar Augusto Seminario García
 Consul of Peru in Guayaquil
 Embassy of Peru in Quito
 Tel: 0997475709
 E-mail: cesaug@hotmail.com;
cseminario@reee.gob.pe

TRINIDAD & TOBAGO

Stephen Ramroop
 Chief Executive Officer (CEO)
 Office for Disaster Preparedness and
 Management
 Ministry of National Security
 Port of Spain; Trinidad & Tobago
 Tel: (1.868) 640.1285 - (1.868) 640.8905 -
 (1.868) 640.8653 - (1.868) 640.6493
 Fax: (1.868) 640.8988 - (1.868) 640.8165
 E-mail: sramroop@mns.gov.tt;
sramroop34@gmail.com;
sramlal@mns.gov.tt;
 Web site: <http://www.odpm.gov.tt> -
<http://www.nema.gov.tt>

URUGUAY

Luis Enrique Gonzalez Clavijo
 Head of Delegation
 Deputy Operative Director
 National System of Emergencies
 Presidency of the Republic
 Montevideo, Uruguay
 Tel: (00598.2) 150.3926 - (598.2) 150.3927
 Fax: (598.2) 917.1126
 E-mail: gonzalezl@presidencia.gub.uy;
sinae@presidencia.gub.uy;
sne@presidencia.gub.uy;
 Web site: <http://www.sne.gub.uy/>

María Laura Rodríguez Rios
 Union of Exporters of Uruguay
 Official Responsible for Economic Advisory,
 Communications and Environment
 Montevideo, Uruguay
 Tel: 0059829010105
 Fax: 0059829010105
 E-mail:
mlrodriguez@uniondeexportadores.com

REGIONAL AND SUBREGIONAL ORGANIZATIONS

ANDEAN COMMITTEE FOR DISASTER PREVENTION AND RELIEF (CAPRADE)

Alberto Eduardo Bisbal Sanz
Secretary of Disaster Risk Management
Pro Tempore President of CAPRADE
Presidency of the Council of Ministers
Tel: 219-7000 anexo 7113
E-mail: ssarria@pcm.gob.pe;
abisbal@pcm.gob.pe;
barostegui@pcm.gob.pe

OCHA – OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS

Katherine McAleer
Humanitarian Affairs Officer
Emergency and Preparedness Unit.
OCHA – Office for the Coordination of Humanitarian Affairs
Tel: (507) 317-1748
E-mail: mcaleer@un.org

PAN AMERICAN HEALTH ORGANIZATION (PAHO/WHO)

Ciro Ugarte
Director of the Department for Preparedness for Emergency Situations and Relief in case of Disasters
525 Twenty-Third Street, N.W.
Washington DC, USA
Tel: +1 (202)9743708
Cell: 202-2974304
Fax: +1 (202) 7754578
E-mail: ugarteci@paho.org
Web site: www.paho.org/disasters

ORGANIZERS

UNITED NATIONS OFFICE FOR DISASTER RISK REDUCTION (UNISDR)

Raúl Salazar
Regional Official
United Nations Office for Disaster Risk Reduction
City of Knowledge, Panama
E-mail: rsalazar@eird.org
Web site: www.eird.org
www.prevention.web.net

LATIN AMERICAN AND CARIBBEAN ECONOMIC SYSTEM (SELA)

Javier Gordon Ruiz
Analyst of Relations
Direction of Relations for Integration and Cooperation
Caracas, Venezuela
Tel: (58-212) 955.7137
Fax: (58-212) 951.5292 / 6901
E-mail: jgordon@sela.org
Web site: <http://www.sela.org>

Milagros Cruz
Analyst of Relations
Direction of Relations for Integration and Cooperation
Caracas, Venezuela
Tel: (58-212) 9557117
Fax: (58-212) 9515292 / 9516901
E-mail: mcruz@sela.org
Web site: www.sela.org

Ana Lucia Hill Mayoral
SELA Consultant
Tel: (52-55) 5370 9053
Fax: (52-55) 5370 9053
E-mail: anahill@consultoriopolitico.org
Mexico

A N N E X V I

LIST OF DOCUMENTS

SP/XXV-RDCIALC/DT N° 1-14	Agenda
SP/XXV-RDCIALC/DT N° 2-14	<p>Base Document "Continuity of Operations (COOP) and Continuity of Government (COG): Implementation Guide for local governments and enterprises</p> <p>Ana Lucía Hill M, SELA Consultant</p>
SP/XXV-RDCIALC/Di N° 1-14	<p>Speech by Ambassador Guarnieri, Permanent Secretary of the Latin American and Caribbean Economic System (SELA)</p>
SP/XXV-RDCIALC/Di N° 2-14	<p>Speech by Engineer José Luis Asencio, Under-Secretariat of Risk Management of Ecuador</p>
SP/XXV-RDCIALC/Di N° 3-14	<p>Speech by Engineer César Navas, Minister Coordinator of Security, on behalf of His Excellency Rafael Correa Delgado, President of the Republic of Ecuador</p>
SP/XXV-RDCIALC/Di N° 4-14	<p>Presentation of the study: "Continuity of Operations (COOP) and Continuity of Government (COG): Implementation Guide for local governments and enterprises</p> <p>Ana Lucía Hill M, SELA Consultant</p>
SP/XXV-RDCIALC/Di N° 5-14	<p>Presentation "National Experiences to foster public-private partnerships for Risk Management and promote Continuity of Government, Business and Operations during disaster situations at the levels of government and local enterprises"</p> <p>Eng. José Luis Asencio, Deputy Secretary of Risk Management of Ecuador</p>
SP/XXV-RDCIALC/Di N° 6-14	<p>Presentation "National Experiences in the Argentine Republic"</p> <p>Héctor Omar Rago, Coordinator of the Under Secretariat of Development and Province Promotion of the Ministry of Interior and Transport of Argentina</p>
SP/XXV-RDCIALC/Di N° 7-14	<p>Presentation "The public-private partnerships for disaster risk management and the continuity of operations and business in Peru in the face of disaster situations"</p> <p>Alberto Bisbal. Secretary of Disaster Risk Management of the Presidency of the Council of Ministers of the Republic of Peru and Pro-Tempore President of the Andean Committee for Disaster Prevention and Attention (CAPRADE),</p>

- SP/XXV-RDCIALC/Di N° 8-14 Presentation "Mexico's strategies towards the implementation of plans for continuity of operations, continuity of government and continuity of development"
- Daniel Monroy Fuentes, Director of Innovation, Planning and Continuity of Operations of the National Coordination of Civil Protection of the Secretariat of Government (SEGOB) of Mexico
- SP/XXV-RDCIALC/Di N° 9-14 Presentation "National Development Plan 2010-2014, Chapter IV, Environmental Sustainability and Risk Prevention"
- María Margarita Arias Sánchez. Coordinator of International Cooperation of the National Unit for Disaster Risk Management of Colombia (UNGRD)
- SP/XXV-RDCIALC/Di N° 10-14 Presentation "The Road towards Resilience"
- Esteban Genaro. Director of Civil Protection of the Chivilcoy Municipality, Province of Buenos Aires, Argentina
- SP/XXV-RDCIALC/Di N° 11-14 Presentation "Experience of Encarnación. Impacts, Challenges and Opportunities"
- Victoriano Vázquez, Director of Public Health and Environment of the Municipality of Encarnacion, Paraguay
- SP/XXV-RDCIALC/Di N° 12-14 Presentation "Disaster Risk Reduction model in Santa Tecla"
- Víctor Ramírez, Director of Disaster Risk Reduction and Adaptation to Climate Change of the Municipality of Santa Tecla, El Salvador
- SP/XXV-RDCIALC/Di N° 13-14 Presentation "Decentralized Autonomous Municipal Government of Salitre in face of disaster situations, continuity of government and provision of essential public services for the community"
- Francisco León, Mayor of Salitre, Decentralized Autonomous Government of Ecuador
- SP/XXV-RDCIALC/Di N° 14-14 Presentation "A look at the environment"
- Eng. Aylwin Hacay-Chang. Representative of Tecnova-Bosch, Berlin Group,
- SP/XXV-RDCIALC/Di N° 15-14 Presentation "Natural disasters in Uruguay linked to the climate change"
- María Laura Rodríguez Ríos. Official in charge of Economic Advisory, Communications and Environment. Union of Exporters of Uruguay

- SP/XXV-RDCIALC/Di N° 16-14 Presentation "Public private partnerships in the processes of planning for disaster risk reduction at local and national levels. Experience of Colombia"
Diana Marcela Gil, Manager of CISPROQUIM. Colombian Security Council
- SP/XXV-RDCIALC/Di N° 17-14 Presentation "Strengthening communities in the area of influence of Equion in Casanare, Colombia"
Jorge Enrique Marmolejo, Senior Leader of Industrial Security of Equion Energia
- SP/XXV-RDCIALC/Di N° 18-14 Presentation "Social Responsibility Actions in Risk Management"
Cecilia Rosell Grijalba, Manager of the Committee of Social Responsibility, Environment and Safety and Occupational Health of the National Society of Industries of Peru
- SP/XXV-RDCIALC/Di N° 19-14 Presentation "Regional Platform for Disaster Risk Reduction in the Americas"
Erika Crisóstomo, Manager of Inclusive Business of Corporate Social Responsibility, CEMEX-Mexico
- SP/XXV-RDCIALC/Di N° 20-14 Presentation "MIAH and the World Humanitarian Summit (WHS): Regional Processes for the Promotion of Public-Private Partnerships"
Katherine McAleer, Officer of Humanitarian Affairs of the Unit of Preparation and Emergency of the Office of Coordination of Humanitarian Affairs (OCHA)
- SP/XXV-RDCIALC/Di N° 21-14 Presentation "The private sector within the new international context for disaster risk reduction after 2015: partnerships for a more resilient region"
Diana Marcela Gil, Manager of the Colombian Council of Security