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Sistema Econômico
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Système Economique
Latinoaméricain et Caribéen



Final Report of the Regional Seminar Partnership between public and private sectors for disaster risk management: Continuity of government and continuity of operations during disasters

Economic and Technical Cooperation

*Regional Seminar "Partnerships between public and private sectors for disaster risk management:
Continuity of government and continuity of operations during disasters"*

Lima, Peru

7 and 8 June 2012

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RAPPORTEUR'S REPORT

1. The Regional Seminar "Partnership between public and private sectors for disaster risk reduction: Continuity of government and business operations during disasters" – organized by the Permanent Secretariat of the Latin American and Caribbean Economic System (SELA), the United Nations Strategy for Disaster Reduction (UNISDR), the United States Agency for International Development-Office of United States Foreign Disaster Assistance (USAID-OFDA), and the Government of Peru, through the Civil Defence National Institute (INDECI) and the National Centre of Estimation, Prevention and Disaster Risk Reduction (CENEPRED) – was held on 7 and 8 June 2012, in Lima, Peru.

2. The objectives of the Regional Seminar were as follows: i) Deepen cooperation between governments and the private sector for disaster risk reduction, particularly as regards setting the strategies for continuity of government and business operations within an overarching strategy for risk management; ii) Explore the continuity of government and business operations from the preventive and prospective standpoints in the Latin American and Caribbean private sector; iii) Trace successful plans and programmes in specific events of disasters in Latin America and the Caribbean; iv) Review different standards and/or methods that guide governments and the private sector in outlining these plans; and v) Analyze proposed policies to strengthen the plans and programmes on continuity of government and business operations in the face of untoward events.

3. The "V Regional Meeting on International Mechanisms for Humanitarian Assistance" (IMHA) was held in Panama City from 28 to 30 March 2012, co-hosted by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and the Government of Panama. This Regional Meeting forms part of the commitments undertaken by the Community of Latin American and Caribbean Countries (CELAC). It was envisaged within the "Caracas Action Plan 2012," as adopted by the Heads of State and Government of Latin America and the Caribbean during their meeting in Caracas, on 2 and 3 December 2011, apropos the "III Latin American and Caribbean Summit on Integration and Development" (CALC) and the "XXII Summit of the Group of Rio." The Regional Meeting adopted the Declaration of Panama and the V-IMAH Action Plan, a specific working paper premised on four cornerstones: i) Legal framework and fund raising; ii) Comprehensive risk management and involvement; iii) Strengthening of national, sub-regional, regional, and international humanitarian coordination, and iv) Information management. The Permanent Secretariat of SELA attended such regional meeting and took an active part in "Comprehensive risk management and participation," namely the "Private Sector: Encouraging strategic partnerships with the private sector." Thus, it coordinated these actions and secured the commitment to hold this Regional Seminar "Partnership between public and private sectors for disaster risk reduction: Continuity of government and business operations during disasters." In this way, the Permanent Secretariat of SELA keeps on moving in compliance with the mandate of the Latin American Council relative to Decision N° 527 on "Linking the Permanent Secretariat of SELA and its work programme with CELAC."

4. Delegations of the Member States of the Latin American and Caribbean Economic System (SELA), attended the event, namely: Argentina, Barbados, Bolivia, Colombia, Chile, Ecuador, Salvador, Honduras, Panama, Peru, Uruguay and Venezuela. Representatives of the following regional and international organizations attended as well: Swiss Agency for Development and Cooperation (SDC); Inter-American Development Bank (IADB); Latin American Development Bank (CAF); Andean Committee

for Disaster Prevention and Relief (CAPRADE); Caribbean Disaster Emergency Management Agency (CDEMA); Community of Latin American and Caribbean States (CELAC); Central American Coordination Centre for Natural Disaster Prevention (CEPREDENAC); International Federation of Red Cross and Red Crescent Societies (IFRC); Pan-American Development Foundation (PADF); United Nations Office for the Coordination of Humanitarian Affairs (OCHA); Pan-American Health Organization (PAHO); MERCOSUR Expert Meeting on Socio-Natural Disaster Risk Reduction, Civil Defence, Civil Protection and Humanitarian Assistance (REHU); Refugee Education Trust (RET); United Nations Office for Project Services (UNOPS); United Nations International Strategy for Disaster Reduction, Regional Office-The Americas (UNISDR-The Americas); the United States Agency for International Development-Office of United States Foreign Disaster Assistance (USAID-OFDA); the Permanent Secretariat of the Latin American and Caribbean Economic System (SELA), and the European Union (UE). The private sector featured, inter alia, Barbados Chamber of Commerce; Open Plaza S.A Mall; Federation of Private Entities of Central America, Panama and the Dominican Republic (FEDEPRICAP); Caribbean Association of Industry and Commerce (CAIC); DHL Disaster Response Team; International Consortium for Organization Resilience (ICOR); Rodolfo Retamoso y Asociados C.P.S.C; Metalúrgica ADR of Argentina; Peruvian National Society of Industries; Peruvian Chamber of Commerce, and Pacífico Seguros. The academic sector included the participation of Florida International University and the National Major University of San Marcos. The list of participants is provided in Annex III.

5. At the **Opening Session**¹ the following authorities took the floor:

Ms. María Elena Juscamaita Aranguena, Secretary-General of the Council of Ministers of Peru, gave both participants and hosts the cordial regards of the Honourable Oscar Eduardo Valdés Dancuar, the Chair of the Council of Ministers, who could not attend the event due to last-minute commitments. She referred to the objectives of the Seminar and their significance for both the region and her country. She also made reference to the National System for Disaster Risk Management (SINAGERD), composed of the Civil Defence National Institute (INDECI) and the National Centre of Estimation, Prevention and Disaster Risk Reduction (CENEPRED), headed by the Peruvian Council of Ministers. She spelled out the Peruvian policy on disaster risk management and recent changes. Finally, she thanked the organizers of the event and welcomed the attendees.

6. Mr. Ricardo Mena, Head of the United Nations International Strategy for Disaster Reduction, Regional Office-The Americas (UNISDR-The Americas), welcomed the distinguished members of the panel and voiced words of gratitude for hosts and attendees. He explained that he had visited Lima earlier to launch the World Campaign of Resilient Cities for Peru. He claimed to be honoured to be again in Lima at this Regional Seminar hosted by SELA, USAID/OFDA/LAC and the Government of Peru, set to discuss a pivotal matter, such as partnerships between the public and private sectors. He affirmed that the meeting was appropriate to make headway with the issue through specific proposals. He recalled that the Inter-American Development Bank (IADB), the Economic Commission for Latin America and the Caribbean (ECLAC), and the World Wildlife Fund (WWF) recently prepared a study, which found that Latin America and the Caribbean would spend US\$ 100 billion annually due to climate change. He added that 2011 was a record year of losses associated with disasters; hence, the need to deal with the issue. He underscored that 40% of companies that shut down because of a disaster would not open again. Therefore, an analysis of the business risk variable is crucial for any initiative. He advised that taking preventive measures before any project is far more cost-effective

¹ Due to technical problems, no transcripts of the speeches delivered during the opening session are available.

than corrective measures after a disaster. Finally, he emboldened attendees to embrace the five priorities contained in the Hyogo Framework for Action. Quoting Ms. Margareta Wahlstrom, he underscored that, given its contact with consumers, the private sector is most important for resilience.

7. Mr. Timothy Callaghan, Regional Advisor for Latin America and the Caribbean, United States Agency for International Development-Office of United States Foreign Disaster Assistance (USAID-OFDA), voiced satisfaction for being present in this Regional Seminar and asserted that disaster risk management, particularly public-private partnerships, are a must for the region. He recounted that over the past few years, many disasters have hit innumerable sites in Latin America and the Caribbean. He argued that upon the occurrence of any adverse event, both the government and the private sector endeavour to be responsive and find the best possible solutions. He highlighted that the private sector's responsiveness should not be taken aside. He stressed the appropriateness of prevention and averred that right now is the right timing to set strategies and outline plans for more and better partnerships with the private sector, and not in the aftermath of a disaster. He specially thanked the hosts for the initiative and recalled that USAID/OFDA/LAC has been present in Latin America and the Caribbean for more than 30 years. He promised that cooperation with governments and the private sector in the region will remain a priority.

8. Ambassador Carlos Bivero, Director of Relations for Integration and Cooperation, Latin American and Caribbean Economic System (SELA), greeted the members of the Bureau and thanked the United States Agency for International Development-Office of United States Foreign Disaster Assistance (USAID-OFDA); the United Nations International Strategy for Disaster Reduction, Regional Office-The Americas (UNISDR-The Americas), and the Government of Peru, for all their support to the event. Similarly, he thanked attendees and guests and read out the regards of Ambassador José Rivera Banuet, Permanent Secretary, Latin American and Caribbean Economic System (SELA), who, due to unforeseen circumstances, could not attend the Seminar.

9. Ambassador José Rivera Banuet sent a thank-you note to the hosts and the Government of Peru. He related that the key topic of this Regional Seminar is most relevant because disasters are making quite an impact on economic and social development policies and national development plans of Latin American and Caribbean States, thus hindering the fight against poverty and inequity. He stated that the earthquakes of Chile and Haiti, among many other disasters in the region, are glaring examples and disturbing reminders as to the importance of addressing continuity of government and business operations. He emphasized that over the past 40 years, economic losses in the Americas are estimated at US\$ 69.54 billion, far beyond the development aid in the region. Based on this scenario, he explained that governments are not the only responsible for disaster risk management and that the private sector should play a key role. He made an appeal to reinforce public-private partnerships intended to foster a comprehensive preventive culture, focused on sustainable development, and outline sound contingency plans and action strategies. In this way, social parties will be able to act in an effective, cooperative and coordinated way before, during and after a disaster. The remarks of Ambassador Rivera Banuet can be found in Annex II.

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A. DEVELOPMENT OF WORKS

10. The moderator submitted the Agenda of the Seminar for consideration of attendees, who endorsed it without amendments. The Agenda, the informative and support documents brought forward by the Permanent Secretariat, and the speeches delivered by regional and international organizations and private sector representatives are posted on SELA's Web site (<http://www.sela.org>). The Agenda is also included in Annex I.

11. Introductory session

12. After a brief introduction, the session moderator, retired Captain Gustavo Otárola Bawden, Director of the Civil Defence National Institute (INDECI), gave the floor to the speakers.

13. Mr. Alejandro Linayo, Consultant of the Latin American and Caribbean Economic System (SELA), and Director of the Venezuelan Research Centre in Comprehensive Risk Management (CIGIR), made the presentation entitled "[Partnerships between the public and private sectors for disaster risk reduction](#)" (SP/SR-CGCORRD/Di N° 6-12). He reasoned that the term "natural," usually associated with disasters, is incorrect. While natural events have occurred and will continue occurring, related disasters are not of a natural character, but the result of the human action or failure to act. He conceded that the international community has done a good job in the face of disasters. For him, however, prevention and mitigation should take precedence over response. He reiterated that today's disasters are the result of human action or failure to act in terms of development. Therefore, the issue of disasters should be conceived as a matter of sustainable development. He remembered that near 1% of the world GDP should be spent in adaptation to climate change. He added that nowadays, adaptation to climate change and risk management are virtually synonyms. In this regard, he strongly recommended governments to join efforts with regional and international financial institutions with a view to improving borrowing facilities. As regards the progress made in knowledge management, he averred that the academic sector is playing a more and more active role in the region. There is also increasing awareness of the importance of including risk management in the programs of study of several careers closely related to development. On the private sector involvement in disaster risk management, he advised to change the paradigm so as to realize the win-win relationship in ensuring economic sustainability. Finally, he vouched that on-going regional strides with disaster risk management require important coordination between the appropriate institutions and organizations.

14. Ms. Melva González, Head of the National Centre of Estimation, Prevention and Disaster Risk Reduction (CENEPRED), delivered the presentation "[Peruvian National System for Disaster Risk Management and CENEPRED](#)" (SP/SR-CGCORRD/Di N° 10-12). She reported on substantial changes in Peru on the issue of risk management. She remarked that it has been realized that, rather than an unavoidable natural event, disasters are the result of uncontrolled development. Therefore, prevention is a must. She referred to the Law of the National System for Disaster Risk Management (SINAGERD 29664), enacted in 2011. The National Centre of Estimation, Prevention and Disaster Risk Reduction (CENEPRED) was established under this law. She added that SINAGERD has three hubs: the Council of Ministers is the political hub; CENEPRED and INDECI are the two institutional hubs, in addition to an operational ambit represented by national and local governments. She professed that the law includes as well the technical-scientific sector. Finally, she stated that INDECI and CENEPRED jointly work on disaster risk management at the three government levels in Peru.

SESSION I: PANEL OF NATIONAL EXPERIENCES AS REGARDS CONTINUITY OF GOVERNMENTS DURING DISASTERS

15. Ambassador Carlos Bivero, Director of Relations for Integration and Cooperation, Latin American and Caribbean Economic System (SELA), acted as the moderator. After a brief introduction to the subject of the session, he gave the floor to speakers.

16. Mr. José Luis Barbier, Deputy Secretary of Provincial Development and Promotion, Ministry of the Interior of Argentina, presented [“The eruption of volcano Puyehue-Cordón Caulle in the Republic of Chile, on 4 June 2011” \(SP/SR-CGICORRD/Di N° 7-12\)](#). He depicted that the total area damaged by the event was over 24 million hectares and he affirmed that agriculture and livestock and tourism were the most harmed sectors. He reported that agriculture and livestock suffered losses for more than US\$ 200 million; tourism lost near US\$ 186 million. With regard to the impact of the disaster, he regretted that one year later, the effects of the occurrence are still felt. He explained that his government has been working on coming back to the continuity of the operations before the eruption. He advised that, in addition to preliminary analyses, risk transfer by means of insurance and reinsurance is among the prospective measures to be taken. Likewise, he stressed the importance of early identification of damages after a disaster in order to correct them accordingly. He referred to the potential of the private sector to help identify any problems stemming from a disaster.

17. Mr. Alberto Bisbal, National Director of the Civil Defence National Institute (INDECI) of Peru, presented the [“Panel of national experiences in continuity of governments in the event of disasters” \(SP/SR-CGICORRD/Di N° 8-12\)](#). He described that in Latin American and Caribbean countries, the development pattern is among the factors to be borne in mind in risk management and he warned that governments ought not to be the only responsible for such task. He remembered that the socio-economic impact of disasters is a key aspect that should be studied in depth, not only to learn about the cost of a specific disaster, but also to raise awareness of the importance of prevention. He listed two key components in risk management, namely: impact and responsiveness. In this regard, he underlined that any inventories of available resources in both the public and private sectors are most important. Finally, he made the following recommendations: i) outlining operating emergency plans in line with physical and social recovery; ii) understanding restoration as early recovery with an emphasis on reconstruction; iii) galvanizing public-private partnerships, and iv) building up inventories of resources that may be available following a disaster.

18. Mr. José Abumohor, Head of the Section of Analysis and Studies, Civil Protection Division, National Emergency Office, Ministry of the Interior (ONEMI) of Chile, discoursed upon the [“Earthquake and tsunami of 27 February 2011 in Chile. Strengthening the Civil Protection management” \(SP/SR-CGICORRD/Di N° 9-12\)](#). During his presentation, the speaker stressed the importance of linking several sectors with disaster risk management, to wit: private, academic, military and voluntary sectors. He pointed to the appropriateness of looking at the country development model and, from there, establishing the government-private sector relationship. Based on the Chilean experience, he pledged that basic utilities were privatized by means of concessions. Therefore, the public-private relationship is standing. He recounted that mass media have a high clout nowadays to such an extent that disaster management is not what used to be 10 years ago. He vouched that the economic impact of the earthquake in Chile exceeded US\$ 30 billion, struck 75% of the country population, left about one million homeless, and claimed a death toll of 571. Notwithstanding, he proclaimed that the earthquake helped improve

operating standards and reinforce the systems of emergency, early alert and civil protection. He confessed that decision making in an uncertain situation ought to be addressed, that is, how to make the best decisions after an emergency. He underlined that development models should be assessed. In terms of risk management, he advised against an exclusively economic model. Many a time, he noted, that which is most appropriate in terms of prices is not necessarily appropriate in terms of sustainability. Finally, he affirmed that living in a safe country implies more investment.

SESSION II: PANEL ON THE EXPERIENCES OF THE PRIVATE SECTOR AS REGARDS CONTINUITY OF BUSINESS OPERATIONS DURING DISASTERS

19. Mr. Ricardo Mena, Head of the United Nations International Strategy for Disaster Reduction, Regional Office-The Americas (UNISDR-The Americas), acted as the moderator. After a brief introduction, he gave the floor to the speakers.

20. Mr. Nicolás Rocca, Team Leader of the Disaster Response Team of Go Help for South America, played an institutional video that showed that the large amount of disasters over the past few years pose a true challenge for aid transport and logistical systems. In the face of it, the Disaster Response Team of Go Help for South America has realized that being part of the solution in times of need is a specific undertaking. Mention was made in the video of the Bam earthquake in Iran, in 2003. Few days later, enormous amounts of inputs from the humanitarian aid brought the airport to a halt; the airport closed and the incoming aid would stop. He explained that the Disaster Response Team of Go Help for South America includes volunteers who practice their skills and knowledge on a selected case after a disaster for the purpose of logistical control and management. He recited the cooperation efforts together with the Office of United States Foreign Disaster Assistance (ODFA), contacted whenever coordination works are needed in the event of a disaster.

21. Mr. Aldo Hernández, CEO of Metalúrgica ARD, delivered, together with Mr. José Luis Barbier, Deputy Secretary of Provincial Development and Promotion, Ministry of the Interior of Argentina, a presentation entitled "[Panel of experiences of the private sector in business operation continuity in the event of disasters](#)" (SP/SR-CGCORRD/Di N° 11-12). He presented the background of Metalúrgica ARD S.A. This company started operations in 1968. It engages in development, manufacturing, sale, release, maintenance and repair of materials and equipment. Since 2004, it works on emergency vehicles, particularly fire trucks. He remarked that the company has three plants and get to users through two companies with ISO 9001:2008 certification. Therefore, he upheld that all the products and equipment supplied by the company are manufactured with controlled materials; meet the buyer's requirements and comply with current technical and manufacturing standards. He informed that because of the corporate business structure, the company stretches across the country and exports equipment to Bolivia, Brazil, Peru, Venezuela and Uruguay. Their intent is to enlarge their niche in the market of MERCOSUR.

22. Mr. José Jaramillo Díaz, Manager of Open Plaza Angamos Shopping Centre of Peru, made a presentation entitled "[Jockey Plaza Shopping Centre, a model of resilience and business recovery](#)" (SP/SR-CGCORRD/Di N° 16-12). He recalled that resilience is the ability to recover and get back to normal after a calamity. He is certain that there is no need to wait for a crisis, but action should be taken beforehand, prevent them and be better responsive. He recited that a recent earthquake in Lima made them carry out an emergency evacuation at the Jockey Plaza Mall, the largest in the capital city. During the emergency, more than 25,000 people were evacuated. Fortunately, there were no

deaths or injuries. He noted the importance of the commitment of senior managers for true long-term development. He spelled out that the Jockey Plaza Shopping Centre pools 310 stores in an area of 185,000 square meters; a trade value of more than US\$ 450 million and over 2.5 million visits monthly. In the light of this, disaster prevention is of the essence. He is positive that successful companies are not the result of improvisation, but perseverance, engagement and responsibility.

23. Ms. Cecilia Rossel, Manager of the Social Responsibility Committee, National Society of Industries (SIN) of Peru, made a presentation entitled [“Business network for prevention and early response in the event of disasters and business continuity” \(SP/SR-CGCORRD/Di N° 17-12\)](#). She conceded that the subject matter of the meeting goes beyond business continuity. She remembered the importance of prevention in both the public and private sectors. She related that the cold wave in Peru in 2007 brought along many lessons, including the establishment in 2001 of a Support Business Taskforce in the event of disasters as a liaison office of the Business Network for Prevention and Early Response to Disasters. The objectives of the business network include dealing with any occurrence during processes and operations that may disrupt the business continuity. She mentioned that the Business Network disseminates responsiveness to emergencies and disasters among business associations; acknowledges the significant voluntary, early work of the authority specialized in events of disasters; takes action together with the National Civil Defence Institute (INDECI) of Peru, and gives coordinated support so as to prevent duplicity and make it efficient and effective for the people who urgently need it. She notified that out of 90 companies from several sectors, 84% has emergency response brigades, thus showing the commitment of the private sector to risk management. Finally, she referred to the initiative of the building of emergency houses for the victims of disasters.

24. Mr. Luis Bravo Rovai, Advisor on Risk Management of Pacifico Seguros, made a presentation entitled [“Response to emergencies and continuity: the perspective of the insurance sector” \(SP/SR-CGCORRD/Di N° 18-12\)](#). He pondered on how important it is for companies in the private sector to identify key factors, such as potential risks, business lines which are most at risk, risk tolerance and the parties responsible for risk management. He recalled the importance of the organizational culture, translated into the capacity to anticipate a disaster and give a timely answer. In this regard, he maintained that while disasters do not discriminate as they occur anywhere, responsive companies have plenty of opportunity to recover and have a positive cumulative abnormal return rate. For their part unresponsive companies may have a cumulative abnormal return rate of up to 15 negative percentage points. He emphasized that risk prevention and mitigation and transfer of damages should be the position to be taken in the event of a disaster. However, he upheld that in some contexts there are perverse mechanisms to let crises happen. Finally, he maintained that the commitment of the Board and Senior Executive Officers of companies is a must for successful risk management, as well as transparent, effective communication with all partners and allies.

25. Ms. Elaine Dezenski, Senior Director of the Risk Response Network, World Economic Forum, sent her regards to the participants in a notice ([SP/SR-CGCORRD/Di N° 4-12](#)). She apologized because last-minute commitments prevented her from attending the Regional Seminar. On behalf of Professor Klaus Schwab and the whole team of the World Economic Forum, she thanked the hosts for the invitation. She remembered that, for being part of a global community, we everyday face inter-connected risks that cannot be countered individually no matter our capacities. She explained that the World Economic Forum launched in January 2011 the Risk Response Network, aimed at pooling experts in risk management to find solutions, and inspire public-private partnerships, research, analysis and development of tools to mitigate the world risk issue. She contended that

public-private partnerships are pivotal in disaster risk reduction and, in this regard, the role of the World Economic Forum is to help entering into innovative alliances. She pointed out that in April 2011. The World Economic Forum released in Rio de Janeiro a report entitled "A vision of disaster risk management." The report gives an outlook of risk management focused on three areas: a) awareness; b) resilience, and c) preparedness. She noted the importance of risk transfer and argued that insurances may act as early recovery tools. She deplored that the best use of the private sector has not been made as its wide experience could be helpful for disaster risk management. She listed, among the activities developed by the World Economic Forum, the establishment in 2009 of the Disaster Resource Partnership. This initiative pools the largest engineering and construction companies in the world committed to disaster risk management. She reckoned that the initiative aims at involving the private sector in early response to disasters.

26. The moderator, Mr. Ricardo Mena, thanked speakers for their presentations and encouraged the panel members to issue their opinions about how to reduce corporate exposure to potential losses and the ongoing plans to reduce such exposure.

27. Ms. Cecilia Rossell, reasoned that first thing that working groups should made is raising awareness among businesspersons of the importance of prevention, as post-disaster costs many a time overtake any responsiveness. She added that an agreement has been reached so that more responsive businesses can help any other businesses in the face of an emergency. She depicted the efforts at involving more and more businesses in the initiative to make headway with disaster risk management.

28. Mr. José Jaramillo Díaz, a representative of Open Plaza Angamos Mall of Peru, said first thing is identifying critical processes in individual businesses, as they are not the same in all of them. He is positive that learning about the seriousness of such critical processes is the tool for decision makers to lessen the impact of a real threat.

29. Mr. Juan Pablo Sarmiento, a representative of Florida International University, queried panel members into any incentive or tax regulation to advance the implementation of mechanisms for disaster risk management.

30. Mr. Elvis Nurse, a representative of the Caribbean Disaster Emergency Management Agency (CDEMA), asked panel members to elaborate on the mechanisms to boost public-private cooperation and the potential source of funds for such purpose.

31. The moderator, in reference to the remarks of Mr. Luis Bravo, the representative of Seguros Pacifico, on some perverse incentives amenable to crises, asked for the identification of some features to help solve the issue.

32. Mr. Luis Bravo, a representative of Pacifico Seguros, reported that for the time being, there are not regulations in Peru in furtherance of risk management by private companies. He added that the private sector most of the time promotes changes and standards, as he deems laws rather reactive than preventive. As regards the mechanisms to bolster public-private cooperation, he explained that both education and awareness are of the essence to realize the significance of the subject matter. Finally, he noted that information transparency is also a must to ensure risk management.

33. Ms. Cecilia Rossell, a representative of the Peruvian National Society of Industries, lamented the lack of incentives by the public sector in Peru towards risk management. However, she granted that the National Civil Defence Institute (INDECI) has played a

major role in joining efforts with the mining sector in a coordinated and transparent manner in search of a common track.

34. Mr. José Abumohor, a Chilean delegate, referred to the presentation made by the representative of the Peruvian National Society of Industries, particularly with regard to the housing project. He made a difference between temporary emergency dwellings and permanent housing. He noted that a clear distinction must be made to prevent any problem that may have a bearing on sustainability. In reference to perverse mechanisms to let a crisis happen, he quoted the parable of two peasants on the eve of the dry season. One of the peasants collected water; the other one did not. Finally, the dry season arrived. The peasant who did not make provision took benefit from government aid. As a corollary, he said that many a time the help goes to people who take no care of prevention or planning.

35. Mr. Gustavo Otárola, a representative of the National Civil Defence Institute (INDECI), in reference to the presentation made by Mr. Luis Bravo, of Pacifico Seguros, agreed on the need for a change of paradigm, as mistakes and lessons learned are helpful for improvement.

36. Mr. Fabián Arellano, a representative of the United States Agency for International Development-Office of United States Foreign Disaster Assistance (USAID-OFDA) commented that historically the private sector and the public sector have distrusted each other. However, there is increasing synergy between these sectors. In this regard, he queried into the potential catalyst of such cooperation.

37. Ms. Cecilia Rossell, a representative of the Peruvian National Society of Industries, in reference to diminishing distrust between the public and private sectors, maintained that business associations are working together with governments and they have realized that coordination and cooperation are of the essence to get more and better results.

38. The representative of Pacifico Seguros, Mr. Luis Bravo, explained that, in addition to transparency and exchange between these sectors, the establishment and reinforcement of institutions is necessary, as well as the promotion of a culture of early warning.

39. Mr. José Jaramillo Díaz, a representative of Open Plaza Angamos Mall of Peru, pointed out that not only there is the need to have standards, but also they should be implemented under a political commitment. This is the only way, he said, to attain responsiveness.

40. Next, the moderator expressed his gratitude for the remarks and comments made during the debate and closed the first day of the Seminar.

SESSION III: PANEL ON THE PERSPECTIVE OF LATIN AMERICAN AND CARIBBEAN INSTITUTIONS ABOUT CONTINUITY OF GOVERNMENT AND CONTINUITY OF BUSINESS OPERATIONS DURING DISASTERS

41. Mr. Fabián Arellano, Technical Manager of the Regional Disaster Assistance Programme (RDAP) of the US Office of Foreign Disaster Assistance (OFDA), Regional Office for Latin America and the Caribbean (OFDA-LAC), acted as the moderator. This panel split into two blocs: one bloc analysed the prospects of regional and sub-regional

agencies specialized in disaster risk reduction, another bloc explored the prospects of private business institutions.

Panel with regional institutions specialized in disaster risk reduction

42. Ms. Jessica Solano, Technical Manager of the Central American Coordination Centre for Natural Disaster Prevention (CEPREDENAC), made a presentation entitled [“Outlook of institutions on the continuity of government and business operations during disasters” \(SP/SR-CGCORRD/Di N° 19-12\)](#). She reported that CEPREDENAC is an institution specialized in prevention, mitigation, preparedness and response to major disasters in Central America. She highlighted that Central American location and geography expose it to multiple threats. The mission of the organization is to help reduce vulnerability and the impact of disasters as an integral part of the region transformation and sustainable development in the context of the Central American Integration System (SICA). She recounted that the organization has an interesting track record in disaster risk reduction and in 2010 it produced the Central American Policy on Comprehensive Risk Management (PCGIR). The policy is composed of five hubs: a) disaster risk reduction to attain sustainable development; b) development and social compensation to reduce vulnerability; c) environment and climate change; d) territorial management, government ability and governance, and e) disaster management and recovery. With regard to risk prospective and corrective measures, she referred to the Central American Fund for Development of Comprehensive Risk Management (FOGECIR) and the Regional Mutual Aid Mechanism in Response to Disasters (MECRED). Finally, she pointed out that progress has been made in the region in relation to public-private networks as meeting points to mitigate risks.

43. Mr. Carlos Iván Márquez, Director General, Disaster Risk Management Office, Colombia, and President of the Andean Committee for Disaster Prevention and Relief (CAPRADE), made a presentation entitled “CAPRADE: Linking the public and private sectors” (SP/SR-CGCORRD/Di N° 20-12). He noted that CAPRADE is aimed at reducing the vulnerability of people and property exposed to danger, as well as promoting sustainable development of the Member States of the Andean Community through the reinforcement of national policies and institutions, and coordination of related activities. He remembered that the Andean Committee for Disaster Prevention and Relief is a regional organization and stressed how important is the commitment in each country. Regarding public-private partnerships, he recommended the involvement of the private sector in risk management to get rid of the paradigm according to which the private sector responds to the events of disaster only to give assistance. He pointed to the Colombian case, where the Disaster Risk Management Office holds a very interesting cooperative relationship with the Colombian National Association of Industries (ANDI) to foster in a comprehensive way the treatment of the issue. Among the goals of CAPRADE, he reported on the desire of the reincorporation of Venezuela. He remembered the need for self-assessment. He strongly recommended bearing in mind climate change in risk management. In reference to the new Risk Management Law of Colombia, he advised to delve into the issue of insurance and reinsurance as part of the strategy of risk transfer. Finally, he recommended again the involvement of the private sector in disaster risk management.

44. Mr. Elvis Nurse, Director, Resource Administration and Management Division, Caribbean Disaster Emergency Management Agency (CDEMA), made the presentation [“Continuity of government and continuity of operation during disasters, CDEMA's Perspective” \(SP/SR-CGCORRD/Di N° 12-12\)](#). He exposed that the Caribbean is the second region most prone to disasters; mostly composed of small island states which rely

on tourism and agriculture, and suffers annual losses for more than US\$ 3 billion related to disasters. On the agency background, he related that the agency was established in 1991 under a mandate of the Heads of State and Government of CARICOM Member States. It presently has 18 Member States. The guiding principles of CDEMA operations in the region are as follows: i) strategic positioning; ii) construction upon existent mechanisms; iii) synergy with other regional initiatives, and iii) sustainability. He cited the Comprehensive Disaster Management 2007-2012 (CDM), including handling of every kind of threats in all stages of the cycle of disaster management, namely: prevention, mitigation, preparedness, response, recovery and restoration. He added that this strategy will be implemented by both private and public parties and the civil society through the promotion of a culture of security. He underlined that Comprehensive Risk Management is in line with the Hyogo Framework for Action, CARICOM Regional Framework and the Declaration of Principles of Grenada on Environmental Sustainability. In reference to continuity of governments and operations, he proclaimed that both governments and the private sector should ensure the continuity of their core operations after a disaster. Hence, he said, prevention is of the essence.

45. Ambassador Gabriel Fuks, President of the White Helmet Commission and National Coordinator of the Expert Meeting in Socio-Natural Disaster Risk Reduction, Civil Defence, Civil Protection and Humanitarian Aid (REHU-MERCOSUR), made a presentation entitled [“New political-regional scenario” \(SP/SR-CGICORRD/Di N° 13-12\)](#). He recited that given the multiplicity of parties and scenarios nowadays in Latin America and the Caribbean, a new paradigm should be built from a preventive standpoint and taking into account comprehensive risk management. He reported that MERCOSUR Member States have taken action concerning international humanitarian aid in the event of emergency or disasters through the establishment of permanent offices in foreign ministers and linkage with multiple stockholders, including organizations engaged in civil protection and/or risk management. REHU contributions include, among others, better cooperation in humanitarian aid and reinforcement of national risk management systems by means of technical meetings; exchange of information on cross-border issues; humanitarian volunteering, and coordination of humanitarian aid missions. Finally, he added that the incorporation of the private sector into disaster risk management is a challenge for REHU. For this purpose, they are working on national platforms for linkage with the private sector, based on transparency, compliance with standards, and corporate social responsibility.

46. Mr. Gerard Gómez, Head of the Regional Office for Latin America and the Caribbean, United Nations Office for the Coordination of Humanitarian Affairs (OCHA), made a presentation entitled [“An outlook of Latin American and Caribbean institutions on the continuity of governments and the continuity of operations during disasters” \(SP/SR-CGICORRD/Di N° 14-12\)](#). According to the speaker, the main problem in Latin America and the Caribbean is the lack of institutional character and continuity of policies due to the change of administration. This precludes the meeting of people’s needs in the aftermath of a disaster. He tracked as a second regional concern the establishment of many *ad hoc* systems that are not quite responsive to potential disasters. He underscored that most of the time humanitarian aid tends to be fast and abundant, yet chaotic in the absence of coordination. Therefore, he insisted on the importance of coordination and timely data management among the parties involved in response to disasters.

47. The moderator thanked the speakers for their presentation and opened a question and answer session.

48. Mr. José Jaramillo, a representative of Plaza Angamos Shopping Centre, queried the panel members into the incentives for private companies to respond to disasters and the assurances given to companies to retain their equipment after rendering their services.

49. Ambassador Gabriel Fuks, President of the White Helmet Commission and National Coordinator of the Expert Meeting in Socio-Natural Disaster Risk Reduction, Civil Defence, Civil Protection and Humanitarian Aid (REHU-MERCOSUR), listed three tiers to approach the private company-public sector relationship: i) the impact of a disaster on the operations of the private company; ii) corporate social responsibility to respond to a potential disaster, and iii) companies as part of the "humanitarian market."

50. Mr. Carlos Iván Márquez, a representative of the Andean Committee for Disaster Prevention and Relief (CAPRADE) reckoned that the private sector should be envisaged as part of the risk management strategy. He fears that most of the time private companies are not aware of their potential involvement. He illustrated that pursuant to the law, companies hold social responsibilities. Therefore, there must be standards on private companies' responsiveness to disasters.

51. Mr. Gerard Gómez, a representative of the Regional Office for Latin America and the Caribbean, United Nations Office for the Coordination of Humanitarian Affairs (OCHA), highlighted that big companies embarked upon humanitarian aid have shown preparedness ahead of a disaster.

52. Mr. José Abumohor, for the Government of Chile, advised on making a distinction between humanitarian aid from several parties and State assistance. Whenever there is an emergency, an assessment is generally made of damages and needs. Bearing in mind such needs, the State procures resources from the private sector by transparent means. This action is translated into public-private partnerships instead of humanitarian aid. Humanitarian aid, he elucidated, means charity.

53. Ambassador Gabriel Fuks, President of the White Helmet Commission and National Coordinator of the Expert Meeting in Socio-Natural Disaster Risk Reduction, Civil Defence, Civil Protection and Humanitarian Aid (REHU-MERCOSUR), is certain that the earthquake of Pisco, Peru, in 2007, is a landmark in Latin America and the Caribbean, in addition to INDECI's self-assessment. This produced a road map for better coordination of humanitarian aid.

Panel with private business associations

54. Mr. Cándido Amaya, a representative of the Federation of Private Entities of Central America, Panama and the Dominican Republic (FEDEPRICAP), made a presentation entitled ["Public-private partnerships in Central America" \(SP/SR-CGICORRD/Di N° 15-12\)](#). He listed Central American vulnerability stemming from its location as a tropical area exposed to climate events. He mentioned the damages caused by Hurricane Mitch in 1998, striking up 60% of Honduras infrastructure, and 70% of the agricultural sector. He appreciated the role played by the private sector, particularly regarding fuel supply, collection, care of the homeless and aid in overhaul of damaged roads. In his view, both prevention and proper planning determine the continuity of operations and early recovery after a disaster.

55. Mr. Dav-Ernan Kowlessar, Management Consultant, Caribbean Association of Industry and Trade (CAIC), made a presentation entitled ["CAIC: The voice of the Caribbean private sector" \(SP/SR-CGICORRD/Di N° 21-12\)](#). He recited that the CAIC

started operations in 1955. In 1962, it furthered rapprochement of the Heads of State and Government of the region, resulting into the Caribbean Free Trade Association (CARIFTA). Later, it gave birth to the Caribbean Community (CARICOM). He remembered that the purpose of CAIC is to facilitate development, growth and competitiveness of Caribbean businesses in the world economy. He noted that the Caribbean private sector is composed of a small, vulnerable number of economies with an almost exclusive dependence. He observed that disasters have made quite an impact on the sub-region, taking for instance the onslaught on Montserrat after the eruption of a volcano; the havoc wreaked to more than 75% of the infrastructure of Grenada after a hurricane, and the casualties from the earthquake in Haiti. The progress made by the Caribbean private sector is apparent in the implementation of awareness programs on risk prevention and mitigation. Finally, he underlined the commitment of the Caribbean Association of Industry and Trade acting as a bridge between inter-governmental agencies and the Caribbean private sector, paving the way for public-private partnerships.

56. Mr. Paul Fisher, Director, Public-Private Partnerships, Pan-American Development Foundation (FUPAD), made a presentation where he recounted that the institution was born in 1965 as an organ of the Organization of American States (OAS) for the purpose of energizing public-private partnerships. He underlined that such partnerships come true by joining efforts with local communities to promote disaster mitigation, educating them on responsiveness, and coordinating prompt action. In its work with the private sector, the organization found as a major challenge that while the private sector has a great capacity and plenty of resources to respond, many a time it does not know how to take action. In this regard, he talked about the Disaster Management Program (DMP) operating in 23 countries in the region and intended to lessen the impact of disasters towards sustainable, long-term development.

57. Mr. Juan Pablo Sarmiento, Joint Director, Disaster Risk Reduction, Florida International University (FIU), made a presentation entitled "Continuity of government and continuity of operations during disasters" (SP/SR-CGSCORRD/Di N° 22-12). He reported that the FIU spearheads a very interesting initiative sponsored by the United States Agency for International Development-Office of United States Foreign Disaster Assistance (USAID-OFDA) and the United Nations International Strategy for Disaster Reduction, Regional Office-The Americas (UNISDR-The Americas). He expounded on a project implemented in six cities in the sectors of agriculture, building and tourism, aimed at learning about the progress made and the identified needs. He advised on a change of paradigm from a welfare vision to a preventive stance. He conceded that resilience does not zero-rate the risk, but lessens the impact and contributes to recovery at the earliest possible. Finally, he commented that the continuity ability of any organization relies on five key components: i) leadership; ii) personal; iii) efficient communications; iv) facilities; and v) financial capacity.

58. The moderator thanked all speakers for their interesting presentations and asked the panel members to ascertain whether continuity of operations is possible under a government that has suffered the onslaught of a disaster. Forthwith, he invited the participants to a debate.

59. Mr. Dav-Ernán Kowlessar, Management Consultant of the Caribbean Association of Industry and Trade (CAIC), cleared up a symbiosis between the public and private sectors; therefore, one can hardly survive without another.

60. Mr. Cándido Amaya, a representative of the Federation of Private Entities of Central America, Panama and the Dominican Republic (FEDEPRICAP), asserted that one of the

State challenges is ensuring people's survival. He clarified that while in Honduras dramatic disasters have occurred, fortunately governance is not missing in untoward circumstances. He is certain that both the public and private sectors ought to lay the foundations for cooperation.

61. Mr. Alejandro Linayo, Consultant of the Latin American and Caribbean Economic System (SELA), broke down that continuity of business operations is not two-fold, but gradual. That is, it can take 24 hours or several months. The point at issue, he said, is trying to shorten the term as much as possible. Furthermore, he wondered if any event acted as catalyst for the establishment in 1964 of the Pan-American Development Foundation (PADF).

62. Mr. Paul Fisher, Director of the Public-Private Partnerships, Pan-American Development Foundation (FUPAD), brought up that the Organization of American States (OAS) deemed 1964 as an appropriate year to forge a public-private partnership; at that time, corporate social responsibility did not even exist.

63. Mr. Ricardo Mena, representative of the United Nations Strategy for Disaster Reduction Regional Office-The Americas (UNISDR-The Americas), in reference to the presentation made by FUPAD, wondered if the organization has a development strategy related to risk. He also requested the representative of Florida International University to elaborate on the difference between corporate risk management and disaster risk management from the standpoint of universities.

64. Mr. Paul Fisher, representative of FUPAD, answered that his institution pioneers development strategies on both disaster risk management and other areas, including health and education, among others.

65. Mr. Juan Pablo Sarmiento, on behalf of Florida International University, pointed out that in the United States, the private sector is emboldened to participate in risk management through promotions and incentives. For their part, universities are responsible for disaster risk management without the need of any incentives.

66. Mr. Sidney Velado, representative of the United States Agency for International Development-Office of United States Foreign Disaster Assistance (USAID-OFDA), lamented that in the public-private issue, many a time the informal sector is ignored, regardless of being the largest employer in some Latin American and Caribbean nations. For this reason, he recommended the inclusion of the informal sector in future analyses.

67. Mr. Elvis Nurse, a representative of CDEMA, cited that governments render services both to people and the private sector. Therefore, any and all ministries should include as part of their policies contingency plans for continuity of operations. He added that many private businesses, including tourism, rely on natural resources; hence, mitigation ought to be a commitment between the public and the private sector.

68. Mr. Dave-Ernan Kowlessar, a delegate of CAIC, maintained that not only the size of a country or a company is important but the percentage of job creation. He pointed to the need of action plans like roadmaps.

69. Mr. José Luis Amado, in the name of the Association of Municipalities of Peru (AMPE), contended that 75% of dwellings in his country are informal constructions. Therefore, he queried the representative of Florida International University into any linkage between the academy and local governments in terms of training.

70. The moderator thanked all participants for their valuable feedback.

SESSION IV: REGULATIONS, STANDARDS AND PROCEDURES TO SUPPORT CONTINUITY OF GOVERNMENT AND CONTINUITY OF BUSINESS OPERATIONS

71. Mr. Sergio Álvarez, advisor to the Head Office of the National Centre of Estimation, Prevention and Disaster Risk Reduction (CENEPRED) of Peru, acted as moderator in this session.

72. Mr. Iñigo Barrena, regional representative for the Andean Countries of the International Federation of Red Cross and Red Crescent Societies (IFRC), suggested that in making a risk analysis, both present and underlying risks should be assessed. He suggested as well that in setting risk indicators and standards, the vulnerability level of individuals, means of production and social means should be elucidated. He advised that local ecosystem management is also important to diminish vulnerabilities. Finally, he reiterated that standards and indicators are extremely helpful for a better disaster risk management.

73. Mr. Jean Luc Poncelet, Area Manager, Area of Emergency Preparedness and Disaster Relief, Pan American Health Organization (PAHO), made a presentation entitled [“Partnership between public and private sectors for disaster risk reduction” \(SP/SR-CGICORRD/Di N° 23-12\)](#). He discussed the concept of risk transfer existing in the private sector. In his opinion, such concept does not fully apply to health, particularly hospitals battered by a disaster. A public or private hospital is something more than a business, as it entails a very important concept of social responsibility. He reasoned that the concept of continuity clashes with hospital operations. In the aftermath of a disaster, hospitals are demanded a lot, much more than before a disaster, depleting in this way their responsiveness. He recounted that the Pan American Health Organization (PAHO) has launched the campaign “Safe Hospitals.” In this context, more than 1,500 hospitals in the Americas have been assessed; only 45% out of which is able to continue rendering services after a disaster. Finally, he underlined that rather than a matter of moral, risk management is a matter of ethics, not only of control mechanisms.

74. Mr. Yves Dávila, Director for Latin America, International Consortium for Organization Resilience (ICOR), made a presentation entitled [“ISO 22301: The new standard of business continuity” \(SP/SR-CGICORRD/Di N° 24-12\)](#). He referred to the Business Continuity Management System (BCMS), composed of four fundamental stages, namely: 1) setting of a plan; 2) implementation of that plan; 3) monitoring and review, and 4) maintenance and improvement of the plan. He listed a number of corporate requirements to succeed in implementing the business continuity management system, to wit: a) corporate context, involving internal and external factors related to the BCMS; b) leadership, regarding management commitment; c) planning, that is, actions for risk management and seizing opportunities; d) support in terms of resources and competences, and e) operation, regarding, among others, drills and testing. He stressed the importance of performance assessment of the business continuity management system and the endeavours at continued improvement and corrective actions.

75. Mr. Raúl Salazar, Program Officer of the Private Sector Advisory Group, United Nations Strategy for Disaster Reduction, Regional Office-The Americas (UNISDR-The Americas), made a presentation entitled [“Global framework for disaster risk reduction \(DRR\) and the Private Sector Advisory Group \(PSAG\): A global structure to back the](#)

[public-private partnership for DRR" \(SP/SR-CGICORRD/Di N° 25-12\)](#). He related that the UNISDR was established in 1999, entrusted with the task of acting as coordination centre to ensure synergy of the activities focused on disaster risk reduction and the building of resilient communities. He made reference to the Hyogo Framework for Action, intended, through its five strategic goals and five action priorities, to significantly reduce any losses caused by disasters, including casualties and social, economic, and environmental assets of communities and countries. As regards the impact of disasters on the private sector, he argued that for each dollar spent in prevention, some US\$ 4-7 are saved in response; that 40% of shut-down businesses in the aftermath of a disaster go bankrupt, and that physical losses average 20 times higher in companies with feeble risk management. For these and many other reasons, the Private Sector Advisory Group (PSAG) was established inside UNISDR. It pools an extensive array of private entities in a world partnership for action that encompasses big and small private enterprises, regional and local business organizations, and state-run companies. He added that presently the PSAG has 16 members, 70% out of which comes from the private sector and 30% of foundations and governments.

76. The moderator thanked the speakers for their presentations and gave the floor to participants for any related comments.

77. Mr. José Jaramillo, on behalf of Open Plaza Agamos Mall of Peru, asked the spokesman of the United Nations Strategy for Disaster Reduction (UNISDR) to elaborate on Resilient Cities for deeming it a very appropriate topic.

78. Mr. Raúl Salazar, the representative of the United Nations Strategy for Disaster Reduction (UNISDR), clarified that resilient investments are a matter for insight. The objective of UNISDR is to make the private sector assess its own decision making in order to improve it through some tools, such as probabilistic models or data collected by the insurance system. He suggested that several methods apply to improve decision making.

79. Mr. Jean Luc Poncelet, in the name of the Pan American Health Organization (PAHO), pointed out that the issue of control mechanisms should be borne in mind. In his view, failure to develop appropriate control mechanisms could hinder the attainment of the goals set under the Hyogo Framework for Action by 2015. He cleared up that the required detail level for the good working order of hospitals and facilities and their resilience to disasters is very high. Therefore, the parties involved face the challenge of keeping with controls in a transparent and sustainable way.

SESSION V: PANEL ON THE PERSPECTIVES OF PROMOTERS OF ECONOMIC DEVELOPMENT IN LATIN AMERICA AND THE CARIBBEAN AND THEIR PERCEPTION OF RISK MANAGEMENT

80. Ambassador Gabriel M. Fuks, President of the White Helmet Committee, Ministry of Foreign Affairs, Trade and Worship, Argentine Republic, and National Coordinator of REHU-MERCOSUR, acted as moderator of this session.

81. Mr. Roberto López, Chief Executive Officer of CAF-Latin American Development Bank, made a presentation entitled ["Public-private partnerships for disaster risk management" \(SP/SR-CGICORRD/Di N° 26-12\)](#). He proclaimed that his organization promotes sustainable development and regional integration through financial services and technical assistance to public and private customers in the 18 associated countries. He declared that CAF loan portfolio has risen near 60% in 2007-2011. As much as 17.6% of said portfolio goes to regional social development, including projects in the areas of

health, education, water supply, agriculture, urban development, environment and multi-sectoral development. He recalled the economic damages caused by disasters in Latin America and the Caribbean in 1940-2009, noting that they are on the rise. He is positive that not covered losses are enormous in Latin America. He took for instance, the earthquake of Haiti where 94% of US\$ 12 trillion in losses were unsecured, as well as 53% out of US\$ 14 trillion in losses in the earthquake of Chile. For this reason, CAF has outlined the Natural Disaster Management Comprehensive Program (PRIDES), set to lay an institutional, political, regulatory and financial foundation in order to: a) trace and assess risks; b) reduce risks; c) financially and administratively manage risks; d) bring preparedness and response to disasters, and e) ensure post-disaster recovery. In this regard, he spelled out that CAF champions the “Geopolis Network” for exchange of information and good practices in infrastructure and risk reduction; guidance and capacity building in risk mitigation; guidance and furtherance of the diagnosis of urban vulnerability, and support of technical skills in each country of the region for the purposes of the country development.

82. Mr. Juan Alberto Fernández, Technical Coordinator of the *Pro Tempore* Secretariat of the Community of Latin American and Caribbean States (CELAC), emphasized that this is the only mechanism of dialogue and agreement that gathers all of the 33 Latin American and Caribbean States and aims at tightening political, economic, social and cultural ties of the region based on a common agenda of wellbeing, peace and security for its peoples. CELAC is broken down as follows: i) Summit of the Heads of State and Government; ii) Meeting of Foreign Ministers; iii) *Pro Tempore* President’s Office; iv) Meeting of National Coordinators; v) Expert Meetings, and iv) Troika. He informed that the CELAC *Pro Tempore* President’s Office, in compliance with Caracas Action Plan, will hold meetings of ministers, sectors and community experts in designated subject matters, including Humanitarian Aid and Natural Disasters. In fulfilling these mandates, the First Summit of Heads of State and Government of CELAC will be held in Santiago de Chile, on 27 and 28 January 2012.

83. Mr. Fernando Montenegro, Operations Head, local chapter of the Inter-American Development Bank (IADB) in Peru, made the presentation [“Financial instruments for risk management” \(SP/SR-CGICORRD/Di N° 28-12\)](#). He expounded on financial instruments for risk management offered by the IADB. He noted that they are ranked as *ex-ante*, aimed at prevention, mitigation and preparedness, and *ex-post*, aimed at response, reestablishment and reconstruction after a disaster. He noted that the latter are set to meet the humanitarian needs of the homeless; restore basic utilities stricken by disasters, and rebuild the livelihood and damaged infrastructure. He added that, while these activities are more expensive than prevention, they are needed to alleviate human suffering caused by disasters. For instance, he mentioned food aid; urgent health care; building of provisional dwellings (shelters); repair of roads and bridges, and refurbishment of public buildings, among others. He referred to the Contingent Borrowing Facility, designed *ex-ante*, but disbursed *ex-post*, the objective of which is providing the Bank parties with funds to meet urgent financing needs stemming from unexpected events. He explained that the ceiling for each loan is US\$ 100 million or 1% of the GDP of the borrower. He also talked about the insurance facility, for partial financial coverage of extraordinary government expenses resulting from unexpected events in form of non-reimbursable technical assistance or investment loan.

84. The moderator thanked the panel members for their presentations and invited participants to a question and answer session.

85. Mr. Elvis Nurse, on behalf of CDEMA, in reference to the presentation of the CAF representative, wondered if CAF furthers *ex-ante* financial mechanisms.

86. Mr. Roberto López Chaverri, on behalf of CAF, assured that the Latin American Development Bank offers regular financial instruments that may be used in an *ex-ante* fashion to build sustainable and resilient societies. However, the institution mostly uses *ex-post* instruments for that matter.

87. Ambassador Carlos Bivero, a representative of SELA, in reference to the presentations by CAF and the IADB, wondered if regional multilateral banks have included in credit assessment the adoption of risk prevention measures in financed projects, similar to the “conditioned status” already practiced in environment matters or consistency with the Millennium Development Goals.

88. Mr. Roberto López Chaverri, on behalf of CAF, cleared up that the institution has tried to include risk management by means of recommendations instead of conditions.

89. Mr. Fernando Montenegro, on behalf of the IADB, clarified that the conditioned status is a focus point pursued with all the member states. He noted that the strategy by 2013 is being discussed with Peru. As a matter of fact, in granting a loan, the IADB assesses the project risk.

90. Ambassador Gabriel Fuks, in reference of the CELAC presentation, wondered if ahead of the meeting with the European Union slated at January 2013, any specific proposal on the issue of disasters would be brought forward.

91. Mr. Juan Alberto Fernández, in the name of CELAC, replied that the Latin American and Caribbean-European Union Summit will be prior to the Summit of Heads of State and Government of CELAC. As far as he is concerned, there are no specific proposals on the issue of disasters.

92. Mr. Ricardo Mena, a representative of UNISDR, found a slight contradiction between CAF and the IADB with regard to their mechanisms, both *ex-ante* and *ex-post*. Therefore, he asked both speakers, if that was due to the fact of dealing with different actors.

93. Mr. Roberto López Chaverri, in the name of CAF, referred to disaster-related bonds and underlined that Mexico is the only country in Latin America and the Caribbean that has used the instrument within a very complex system where the State established a disaster fund. He added that the issue of insurance and reinsurance has been lately spearheaded by big insurance companies.

94. Within the framework of this Regional Seminar, a private meeting was held of the “Coordination and Cooperation Forum on Sub-regional Disaster Risk Management Mechanisms of the Americas.” The meeting, convened by the Andean Committee for Disaster Prevention and Relief (CAPRADE), dealt with matters of concern for involved organizations in order to move ahead with regional and sub-regional coordination and cooperation and support the work programs undertaken by CAPRADE, CDEMA, CEPRED ENAC, REHU, and other agencies acting as observers.

95. In the context of this Regional Seminar, an informal meeting was held with the following attendees: Gustavo Otárola Bawden, Director, Permanent Secretariat, Advisory and Coordination Councils, Civil Defence National Institute (INDECI); Sidney Velado, Regional Advisor for Latin America and the Caribbean at USAID’s Office of Foreign

Disaster Assistance (OFDA-LAC); Fabián Arellano, Technical Manager of the Regional Disaster Assistance Programme (RDAP) of the US Office of Foreign Disaster Assistance, Regional Office for Latin America and the Caribbean (OFDA-LAC); Carlos Bivero, Director, Director of Relations for Integration and Cooperation, Latin American and Caribbean Economic System (SELA); Javier Gordon, SELA Projects Coordinator; Herminia Fonseca, SELA Head of Projects; Jean Luc-Poncelet, Area Manager, Area of Emergency Preparedness and Disaster Relief, Pan American Health Organization (PAHO), and Carlos Iván Márquez, Director General, Disaster Risk Management Office, Colombia. Participants in the meeting talked about the importance of keeping on taking action for a partnership between public and private sectors for disaster risk reduction, and follow-up of the conclusions and recommendations stemming from the Regional Seminar. After sharing the ideas, some of which were raised by the Permanent Secretariat of SELA, OFDA and UNISDR, a proposal was made on a new meeting between the Latin American and Caribbean public and private sector to discuss selected items in the risk management agenda, possibly to be held in Colombia. Carlos Iván Márquez, Director General, Disaster Risk Management Office, Colombia, promised to contact the Chamber of Commerce of Bogotá and the Colombian National Association of Industries (ANDI) to host a regional event in 2013. A coordination meeting was scheduled for 2012 in Colombia in order to set the objectives and scope of the regional initiative.

SESSION VI: CONCLUSIONS AND RECOMMENDATIONS

96. Based on the presentations delivered and the debates carried out, the delegates of the Member States of SELA adopted the following conclusions and recommendations, recalling that they are not binding and are only intended to encompass the main consensuses and agreements on this subject.

B. CONCLUSIONS AND RECOMMENDATIONS

1. The Regional Seminar "*Partnerships between public and private sectors for disaster risk management: Continuity of government and continuity of operations during disasters*" – organized by the Permanent Secretariat of the Latin American and Caribbean Economic System (SELA), jointly with the United Nations International Strategy for Disaster Reduction, Regional Office - The Americas (UNISDR – The Americas), the U.S. Office of Foreign Disaster Assistance, Regional Office for Latin America and the Caribbean (USAID/OFDA), and the government of Peru, through the National Institute of Civil Defence (INDECI) and the National Centre of Estimation, Prevention and Disaster Risk Reduction (CENEPRED) – was held on 7 and 8 June 2012, in Lima, Peru.

2. Participants thanked for the presentations made by the authorities of the national systems for disaster risk management, the representatives of subregional, regional and international agencies in charge of this area and the private sector representatives, who participated in the Regional Seminar as speakers. This activity was foreseen in the Memorandum of Understanding signed between the Permanent Secretariat of the Latin American and Caribbean Economic System (SELA) and the United Nations, through the United Nations International Strategy for Disaster Reduction, Regional Office-The Americas (UNISDR-The Americas), with the purpose of promoting cooperation and coordination in the area of disaster risk reduction in Latin America and the Caribbean for the period 2011-2015, focusing on cooperation projects between governments and the private sector.

3. In the debates and exchanges of views as regards public and private sector partnerships for disaster risk management – specifically for the purposes of continuity of government and continuity of business operations in case of disasters in Latin America and the Caribbean – there was consensus on the following aspects:

- a) The experiences analyzed showed that natural disasters risk management requires adopting a preventive approach that includes the participation and collective and coordinated efforts of governments and other social actors. Hence the relevance of continuing to deal with the issues of continuity of government and continuity of business operations, while encouraging the creation of partnerships between the public and private sectors in this area.
- b) Recent adverse events – particularly the earthquakes in Haiti and Chile – have evidenced the need to address continuity of government as a priority, and consequently to outline contingency and prevention plans that enable the various national governmental institutions to keep their action strategies up-to-date to face disasters. Those plans should include other social actors, such as the private sector, who could complement and support government action.
- c) It is very important for public-private partnerships for risk management to count on inventories so as to know in advance the amount of resources of any given country to confront disasters and mobilize them in an efficient and timely manner, in accordance with national development plans. To this end, it is essential to generate spaces for an open, cooperative and transparent dialogue.
- d) Participants agreed on the importance of making progress with the evaluation of the social, economic and environmental impacts of disasters in order to measure the costs and losses caused by disasters in terms of the economic and social development of countries, and raise awareness about this subject.
- e) Participants also underscored the need to move forward in including the risk variable in projects involving public and private investments, as a tool to promote investment security and protection.
- f) The presentations, as well as the best practices discussed, evidence the enormous potential of the private sector in supporting and complementing government actions before, during and after the occurrence of a disaster, and show the degree of development, responsibility and commitment of private enterprises as regards disaster risk management in Latin America and the Caribbean.
- g) Whether or not private enterprises can continue their operations and activities in case of a disaster substantially affects the economic recovery of the affected country.
- h) Standards, certifications and norms for continuity of business operations adopted by enterprises in the region allow for envisaging risk management actions and for building resilience in the private sector, thereby contributing to provide security and protection to workers, properties, goods and services. The standards and norms promoted in the private sector are powerful tools to raise awareness among companies and promote a corporate risk management culture.
- i) The experiences analyzed highlight the complementarity and coincidence of interests, as well as the possibility of forging harmonious partnerships between the

public and private sectors, as evidenced by partnership initiatives and business networks for disaster prevention and response already underway in the region.

- j) Regional and subregional business associations are a powerful communication tool to promote risk management among its members. In each subregion, a space for joint work can be developed with national and subregional government institutions specialized in disaster risk reduction. Advantage should be taken of this with a view to promoting progress as well as economic and social well-being.
- k) The experiences gained in this regional meeting and in previous events on the issue of public-private partnerships for disaster risk reduction lead us to the conclusion that there are clear reasons to promote the participation of the private sector in the area of disaster risk reduction, such as in the specific examples used to illustrate this type of participation.
- l) As evidenced by those experiences – which are far from being homogeneous – the motives and ways in which public and/or private stakeholders approach to the issue of disaster risk reduction in Latin America and the Caribbean are very diverse. Thus, efforts are focused on promoting various aspects, namely: a) security of staff and investments in case of disaster; b) optimization of the traditional solidarity and support that companies often provide to communities affected by disasters; c) minimizing the levels of exposure to disaster risk both for infrastructure and private facilities and for their operational environment; and d) sustainability of investments made by private entities as part of their social and/or sustainable development portfolios, among others. It must be acknowledged that all these approaches are useful, valid, complementary and convenient, because all of them can serve to make important contributions to ongoing disaster risk reduction efforts in our region.
- m) Changes in regional commitments, standards and institutions in the region, in pursuit of a more comprehensive treatment of disaster risk management, lead us to redouble our efforts to generate mechanisms in order to promote corrective and prospective risk management among private stakeholders. Such efforts must be understood and supported in line with their high profitability potential, without affecting the commitments of stakeholders to strengthen their preparedness and response capacities vis-à-vis disasters.
- n) Participants reiterated the validity of the “Statement of Commitment by the Private Sector for Disaster Prevention, Resilience and Risk Reduction” and the importance of further developing the “Private Sector Partnership for Disaster Risk Reduction”, promoted by the United Nations International Strategy for Disaster Reduction, Regional Office-The Americas (UNISDR-The Americas).
- o) Due account was taken of the agreements reached at the V Regional Meeting on International Mechanisms for Humanitarian Assistance (MIAH), set forth in the Panama Declaration and the V-MIAH Action Plan, which reiterate the importance and priority of “encouraging strategic partnerships with the private sector for disaster risk reduction.” Participants also reaffirmed the commitment to submit the conclusions and recommendations stemming from this regional seminar to the Pro-Tempore Presidency of the Community of Latin American and Caribbean Countries (CELAC) and other related organizations.
- p) Participants took note of the closed meeting of the Forum on Coordination and Cooperation of Subregional Mechanisms in charge of Disaster Risk Management in

the Americas, which took place within the framework of this regional seminar. The event was coordinated by the co-sponsors of the seminar, in compliance with the agreements reached at the “V Regional Meeting on International Mechanisms for Humanitarian Assistance” to provide the necessary support to Latin American and Caribbean institutions in charge of disaster risk reduction, particularly to conduct that regional forum.

- q) In addition, participants took note of the actions to promote public-private partnerships undertaken by subregional institutions (CEPREDENAC, CAPRADE, REHU and CDEMA). They also underscored the importance of fostering relations with the private sector and other stakeholders in order to face the challenges posed by risk management and adaptation to climate change.
- r) Emphasis was made on the various regulations and standards that have been adopted by the private sector to strengthen prevention and ensure continuity of business operations in case of disasters. Participants agreed on the need for national focal points in charge of disaster risk reduction and the private sector to further disseminate information about those instruments, which have an enormous potential to help enterprises to outline strategies, as well as preventive contingency plans and actions, in case of disasters.
- s) Participants also highlighted the importance of regional development banks for disaster risk reduction, and of adopting a prospective and comprehensive approach to ensure harmonious and sustainable development.

RECOMMENDATIONS

Following are the recommendations stemming from the Regional Seminar:

1. Continue to encourage countries to adhere to the agreements and priorities set forth in the “Statement of Commitment by the Private Sector for Disaster Prevention, Resilience and Risk Reduction” and to further develop the “Private Sector Partnership for Disaster Risk Reduction”, being promoted by the United Nations International Strategy for Disaster Reduction (UNISDR), jointly with the Permanent Secretariat of SELA and other regional and subregional organizations participating in those initiatives.
2. The United Nations International Strategy for Disaster Reduction, Regional Office-The Americas (UNISDR-The Americas) proposed the “Disaster Risk Reduction Private Sector Partnership” (DRR-PSP), aimed at promoting disaster risk reduction through the implementation of the five essentials adopted at the global level by the Private Sector Advisory Group (PSAG) within the framework of the Global Platform for DRR promoted by the UNISDR in 2011: a) Promote and develop public-private partnerships for disaster risk reduction; b) Leverage sectoral private sector expertise and strengths to advance disaster risk reduction and mitigation activities, including enhanced resilience, preparedness and effective response; c) Foster a collaborative exchange and dissemination of data between the public and private sectors: Share information on assessment, monitoring, prediction, forecasting and early warning; d) Support national and local risk assessments and socio-economic cost-benefit analyses and capacity-building, and demonstrate opportunities where resilience building and disaster risk reduction is a sound economic strategy, with attractive returns and competitive advantages; and e) Support the development and strengthening of national and local laws, regulations, policies and programmes that enhance disaster risk reduction and

improve resilience. To this end, the DRR-PSP shall elect a representative of the private sector and a deputy representative for the Americas, who will guide the goals of the DRR-PSP, along with SELA and the UNISDR. The elected representatives will establish links with the Disaster Risk Reduction Private Sector Advisory Group (PSAG), promoted by the UNISDR at the global level. The United Nations International Strategy for Disaster Reduction, Regional Office-The Americas (UNISDR-The Americas) will serve as Technical Secretariat of the DRR-PSP by supporting the process to establish the Alliance and to make strides with the activities prioritized by the DRR-PSP.

3. In the area of cooperation between governments and the private sector for disaster risk management, some priority areas of interest were identified, which could be addressed in future meetings and activities. They include: social responsibility associated with disaster risk reduction, incentives for enterprises to join public-private partnerships for risk management, as well as the analysis and assessment of the impact of disasters on the private sector, among others.

4. Emphasis was made on the need for the Permanent Secretariat of SELA, with the support of USAID/OFDA, to continue to promote the rapprochement with regional and subregional business associations, chambers of commerce and industry, and representatives of small and medium-sized enterprises, with the purpose of identifying allies in the private sector interested in risk management so as to define areas for joint work and promote exchanges of information and best practices.

5. The delegations thanked the government of Peru, through the National Institute of Civil Defence (INDECI) and the National Centre of Estimation, Prevention and Disaster Risk Reduction (CENEPRED), as well as the Permanent Secretariat of the Latin American and Caribbean Economic System (SELA), the United Nations International Strategy for Disaster Reduction, Regional Office-The Americas (UNISDR-The Americas), and the U.S. Office of Foreign Disaster Assistance, Regional Office for Latin America and the Caribbean (USAID/OFDA), for organizing and supporting this regional seminar.

Once the conclusions and recommendations were analyzed, participants proceeded to the closing session.

C. CLOSING SESSION

The closing speeches were delivered by the authorities of the institutions that organized the Regional Seminar:

1. Ambassador Carlos Bivero, Director of Relations for Integration and Cooperation of the Latin American and Caribbean Economic System (SELA), expressed his deep gratitude to the Government of Peru, through the National Civil Defence Institute (INDECI) and the National Centre of Estimation, Prevention and Disaster Risk Reduction (CENEPRED), for hosting this Regional Seminar. He also thanked the United Nations International Strategy for Disaster Reduction, Regional Office - Las Americas (UNISDR - The Americas) and the Office of U.S. Foreign Disaster Assistance of the U.S. Agency for International Development, Regional Office for Latin America and the Caribbean (USAID-OFDA-LAC), whose technical and financial support were crucial for the successful conduction of the seminar. Similarly, Bivero thanked all participants for the interesting debates they held during the two days of the event, saying that, without a doubt, they represented a step forward in dealing with the issue of public-private partnerships. Finally, he reiterated the readiness of the Latin American and Caribbean Economic System to

continue to work as facilitator for this type of alliances and debates, while avoiding duplication of efforts.

2. Retired General Alfredo Murgueytio, Head of the National Civil Defence Institute of Peru (INDECI), voiced his gratitude to the Latin American and Caribbean Economic System (SELA), to the United Nations International Strategy for Disaster Reduction, Regional Office - The Americas (UNISDR-the Americas) and the Office of U.S. Foreign Disaster Assistance of the U.S. Agency for International Development, Regional Office for Latin America and the Caribbean (USAID-OFDA-LAC) for their cooperation in conducting this event. Murgueytio also thanked participants, saying their interesting and enriching discussions will contribute to developing a culture of resilience and sustainability. As a token of appreciation, he presented some gifts to the authorities in charge of organizing the event.

3. Mr Ricardo Mena, Head of the United Nations International Strategy for Disaster Reduction, Regional Office – The Americas (UNISDR – The Americas), said that this seminar had very positive results in view of the rich discussions that took place during the event. Mena congratulated the organizers of the event and recalled all participants that the international platform for disaster risk reduction developed by the ISDR is at their disposal. He expressed special gratitude to the National Civil Defence Institute (INDECI) and the National Centre of Estimation, Prevention and Disaster Risk Reduction (CENEPRED) for all the courtesies they extended as hosts of this seminar. Finally, Mena reiterated his readiness to continue to work in the area of public-private partnerships in the future.

4. Mr Sydney Velado, Regional Advisor for Latin America and the Caribbean of the Office of U.S. Foreign Disaster Assistance of the U.S. Agency for International Development, Regional Office for Latin America and the Caribbean (USAID-OFDA-LAC), thanked all participants, speakers and facilitators, without whom it would not have been possible to hold such fruitful discussions. He expressed his gratitude to the Government of Peru for hosting this seminar, through the National Civil Defence Institute (INDECI) and the National Centre of Estimation, Prevention and Disaster Risk Reduction (CENEPRED). Velado also thanked the Latin American and Caribbean Economic System (SELA) and recognized the important work being conducted by the United Nations International Strategy for Disaster Reduction, Regional Office - The Americas (UNISDR - The Americas). Finally, he expressed his readiness to continue to work in this area.

5. Retired General Alfredo Murgueytio, Head of the National Civil Defence Institute of Peru (INDECI), presented the organizers of the event with replicas of the “Earflap of the Lord of Sipan” (a fine piece of jewellery found in a *Moche* archaeological site in northern Peru, estimated to date back to the 2nd Century AC) as a sign of friendship, brotherhood and Latin American and Caribbean unity.

A N N E X I

Agenda

**PARTNERSHIPS BETWEEN PUBLIC AND PRIVATE SECTORS FOR DISASTER RISK MANAGEMENT:
CONTINUITY OF GOVERNMENT AND CONTINUITY OF OPERATIONS DURING DISASTERS**

Date: 7 and 8 June 2012

Venue: "Oceanus" Conference Room, Hotel Los Delfines,
Calle los Eucaliptos, San Isidro 555, Lima, Peru

Objectives: The general objectives of this seminar are: i) Deepen cooperation between governments and the private sector for disaster risk reduction, particularly as regards the definition of strategies for continuity of government and continuity of business operations, within the context of a comprehensive risk management strategy; ii) Analyze continuity of government and continuity of business operations in terms of prevention and prospecting, as well as an intelligent and highly profitable investment for both governments and the private sector in Latin America and the Caribbean; iii) Identify successful cases of plans and programmes for specific situations in Latin America and the Caribbean; iv) Assess the various standards and/or methods used to assist governments and the private sector in the preparation of the aforementioned plans; and v) Analyze policy proposals to strengthen plans and programmes for continuity of government and continuity of business operations vis-à-vis adverse events.

Thursday, 7 June 2012

Morning

8:30 - 9:00

REGISTRATION

9:00 - 9:45

OPENING SESSION

- Speech by the Secretary-General of the Council of Ministers of Peru, Ms. María Elena Juscamaita Arangüena
- Speech by the Head of the Regional Office for Latin America and the Caribbean of the United Nations International Strategy for Disaster Reduction (UNISDR), Ricardo Mena
- Speech by the Regional Adviser for Latin America and the Caribbean of the U.S. Office of Foreign Disaster Assistance. Regional Office for Latin America and the Caribbean (OFDA-LAC), Timothy Callaghan
- Speech by the Director of Relations for Integration and Cooperation of the Latin American and Caribbean Economic System (SELA), Ambassador Carlos Bivero
- Reading of the speech by the Permanent Secretary of the Latin American and Caribbean Economic System (SELA), Ambassador José Rivera Banuet

9:45 - 10:00

COFFEE BREAK

10:00 - 11:00

INTRODUCTORY SESSION

Presentation by SELA: "Partnerships between public and private sectors for disaster risk management: Continuity of government and continuity of operations during disasters." Alejandro Linayo, SELA's Consultant

Presentation by the National Centre of Estimation, Prevention and Disaster Risk Reduction (CENEPRED), Melva González, Chief of CENEPRED

11:00 - 11:30

DEBATE

11:30 - 12:30

SESSION I: PANEL ON NATIONAL EXPERIENCES AS REGARDS CONTINUITY OF GOVERNMENT DURING DISASTERS

Moderator: Carlos Bivero, Director of Relations for Integration and Cooperation of the Latin American and Caribbean Economic System (SELA)

(Ten-minute presentations to respond to specific questions)

- Argentina: José Luis Barbier, Under Secretary for Provincial Development of the Ministry of Interior
- Peru: Alberto Bisbal, National Director of Prevention of the National Institute of Civil Defence (INDECI)
- Chile: José Abumohor, Director of the Analysis and Studies Unit of the Civil Protection Department at the National Emergency Office. Ministry of Interior (ONEMI)

12:30 - 1:00

DEBATE

1.00 - 2:30

FREE TIME FOR LUNCH

Afternoon

2:30 - 4:00

SESSION II: PANEL ON THE EXPERIENCES OF THE PRIVATE SECTOR AS REGARDS CONTINUITY OF BUSINESS OPERATIONS DURING DISASTERS

Moderator: Ricardo Mena, Head of the Regional Office for Latin America and the Caribbean of the United Nations International Strategy for Disaster Reduction (ISDR)

(Ten-minute presentations to respond to specific questions)

- DHL Disaster Response Team, Nicolas Roca Aguirre, Manager of the Disaster Response Team Go Help for South America

- Representatives of private enterprises in Argentina: Aldo Hernández, President of Metalúrgica ARD, and José Luis Barbier, Under Secretary for Provincial Development of the Ministry of Interior
- Representative of private enterprises in Peru: José Jaramillo Díaz, Manager of the Open Plaza Angamos Mall. "Jockey Plaza, model of resilience and continuity of operations"
- Representatives of private enterprises in Peru: Cecilia Rosell, Manager of the Social Responsibility Committee of the National Society of Industries (SIN). "Enterprise network for prevention and early response to disasters: Private enterprise's response"
- Representative of the insurance sector in Peru: Luis Bravo. "Response to emergencies and continuity of operations: Perspective of the insurance sector"
- Reading of the welcome speech by Elaine Dezenski, Senior Director of the Risk Response Network of the World Economic Forum

4:00 - 4:30

COFFEE BREAK

4:30 - 5:30

DEBATE

8:00

Dinner offered by the National Institute of Civil Defence (INDECI) and the National Centre of Estimation, Prevention and Disaster Risk Reduction (CENEPRED)

Friday, 8 June 2012**Morning**

7:00 - 8:00

Closed meeting of the FORUM ON COORDINATION AND COOPERATION OF SUBREGIONAL MECHANISMS IN CHARGE OF DISASTER RISK MANAGEMENT IN THE AMERICAS, coordinated by the Andean Committee for Disaster Prevention and Relief (CAPRADE)

9:00 - 10:00

SESSION III: PANEL ON THE PERSPECTIVE OF LATIN AMERICAN AND CARIBBEAN INSTITUTIONS ABOUT CONTINUITY OF GOVERNMENT AND CONTINUITY OF BUSINESS OPERATIONS DURING DISASTERS

Moderator: Fabián Arellano, Technical Manager of the Regional Disaster Assistance Programme (RDAP) of the United States Office of Foreign Disaster Assistance. Regional Office for Latin America and the Caribbean (OFDA-LAC)

(Ten-minute presentations to respond to specific questions)

Panel with regional institutions specialized in disaster risk reduction

- Coordination Centre for Natural Disaster Prevention in Central America (CEPREDENAC), Jessica Solano, Technical Manager
- Andean Committee for Disaster Prevention and Relief (CAPRADE), Carlos Iván Marquez, Director of Risk Management of the National Disaster Risk Management Unit, Colombia
- Caribbean Disaster Emergency Management Agency (CDEMA), Elvis Nurse, Director of the Resource Management and Administration Unit
- Specialized Meeting on Socio-Natural Disaster Risk Reduction, Civil Defence, Civil Protection, and Humanitarian Assistance (MERCOSUR), Ambassador Gabriel Fuks, National Coordinator of REHU, and Patricio Henderson, Technical Secretary of REHU
- Office for the Coordination of Humanitarian Affairs (OCHA), Gerard Gómez, Head of the Regional Office for Latin America and the Caribbean

10:00 - 10:30

General debate

10:30 - 11:00

COFFEE BREAK

11:00 - 12:00

Panel with private sector business associations

(Ten-minute presentations to respond to specific questions)

- Federation of Private Entities of Central America, Panama and Dominican Republic (FEDEPRICAP), Cándido Enrique Amaya Rodríguez, Business Intelligence Project Manager, Chamber of Commerce and Industry of Tegucigalpa
- Caribbean Association of Industry and Commerce (CAIC), Dav-Ernan Kowlessar, Management Consultant
- Pan American Development Foundation (PADF), Paul Fisher, Director of Public-Private Partnerships
- Florida International University, Juan Pablo Sarmiento, Joint Director of the Programme on Disaster Risk Reduction

12:00 - 12:30

General debate

1:00 - 2:30

FREE TIME FOR LUNCH

Afternoon

2:30 - 3:30

SESSION IV: REGULATIONS, STANDARDS AND PROCEDURES TO SUPPORT CONTINUITY OF GOVERNMENT AND CONTINUITY OF BUSINESS OPERATIONS

Moderator: Sergio Álvarez, Advisor to the Head Office of the National Centre of Estimation, Prevention and Disaster Risk Reduction of Peru (CENEPRED)

(Ten-minute presentations to respond to specific questions)

- International Federation of the Red Cross and Red Crescent (IFRC), Iñigo Barrera, Regional Representative for the Andean countries
- Pan-American Health Organization (PAHO), Jean Luc Poncelet, Area Manager of the Office for Emergency Preparedness and Disaster Relief
- The International Consortium for Organizational Resilience (ICOR), Yves Davila, Campus Director for Latin America.
- Private Sector Advisory Group, United Nations Strategy for Disaster Reduction (UNISDR), Raúl Salazar, Program Officer

3:30 - 4:00

General debate

4:00 - 4:30

SESSION V: PANEL ON THE PERSPECTIVES OF PROMOTERS OF ECONOMIC DEVELOPMENT IN LATIN AMERICA AND THE CARIBBEAN AND THEIR PERCEPTION OF RISK MANAGEMENT

Moderator: Ambassador Gabriel M. Fuks, President of the White Helmets Commission of the Ministry of Foreign Affairs, Trade and Worship of the Argentine Republic

(Ten-minute presentations to respond to specific questions)

- CAF – Development Bank of Latin America, Roberto López Chaverri, Senior Executive
- Community of Latin American and Caribbean States (CELAC), Juan Alberto Fernández, Technical Coordination of the Pro-Tempore Presidency
- Inter-American Development Bank (IDB), Fernando Montenegro, Head of Operations for the IDB Representation in Peru

4:30 – 5:00

General debate

5:00 – 5:30

SESSION VI: CONCLUSIONS AND RECOMMENDATIONS

Moderator: Carlos Bivero, Director of Relations for Integration and Cooperation of the Latin American and Caribbean Economic System (SELA)

6:00

CLOSING SESSION

- Speech by the Chief of the National Centre of Estimation, Prevention and Disaster Risk Reduction of Peru, Melva González)
- Speech by the Head of the Regional Office for Latin America and the Caribbean of the United Nations International Strategy for Disaster Reduction (ISDR), Ricardo Mena
- Speech by the Regional Advisor for Latin America and the Caribbean of the U.S. Office of Foreign Disaster Assistance. Regional Office for Latin America and the Caribbean (OFDA-LAC), Sidney Velado
- Speech by the Director of Relations for Integration and Cooperation of the Latin American and Caribbean Economic System (SELA), Ambassador Carlos Bivero

A N N E X I I

**Speech by Ambassador José Rivera Banuet, Permanent Secretary
of the Latin American and Caribbean Economic System (SELA)**

Your Excellency, Ms. María Elena Juscamaita, Secretary-General of the Presidency of the Council of Ministers of Peru;

Honourable Mr. Alfredo Enrique Murgueytio Espinoza, Head of the National Civil Defence Institute of Peru (INDEC);

Honourable Ms. Melva González Rodríguez, Head of the National Centre of Estimation, Prevention and Disaster Risk Reduction (CENEPRED);

Honourable Mr. Ricardo Mena, Head of the United Nations International Strategy for Disaster Reduction, Regional Office-The Americas (UNISDR-The Americas);

Honourable Mr. Timothy Callaghan, Regional Coordinator of USAID/OFDA/LAC;

Ladies and Gentlemen:

I am very pleased and honoured for the materialization of this Regional Seminar.

Unforeseen circumstances prevented me from sharing with you such a special occasion as initially scheduled. Notwithstanding, I cannot help express my most sincere gratitude to the Government of Peru, particularly to the National Civil Defence Institute and the National Centre of Estimation, Prevention and Disaster Risk Reduction, for all their support and cooperation, and for welcoming us in this magnificent city brimming over with history and culture.

Likewise, I would like to express my gratitude to our dear friends of the United Nations Strategy for Disaster Reduction (UNISDR) and the United States Agency for International Development-Office of United States Foreign Disaster Assistance (USAID-OFDA), for their support over the past two years to the Permanent Secretariat and, through us, to SELA Member States, in furtherance of partnership between the public and the private sector for disaster risk management.

For SELA the subject matter of this Regional Seminar is unquestionably relevant, as disasters are making a significant impact on the economic and social development policies and the national development plans of our Member States, hindering the fight against poverty and the inequity suffered by the most vulnerable sectors of our peoples.

The earthquakes of Chile and Haiti, among many other disasters that have lambasted our region, has been glaring examples and concerning reminders of the importance of tackling the issue of continuity of government. Huge human, social and economic losses inflicted by disasters on the region made us realize that we should do our best to minimize them.

Over the past forty years, economic losses in the Americas are estimated at over US\$ 446 billion. In 2011 only, economic losses stood at US\$ 69.5 billion, far above the Aid for Development granted to the region.

Sure enough, the public sector ought not to be the only focus point in setting policies or contingency plans. The private industrial and production structure is usually the main casualty in untoward events. But also, the private sector could provide a valuable support in finding solutions.

A different approach of the continuity of business operations is more and more urgent and important as we gain more experience to ensure successful management of such crises.

Remember that four out of ten businesses that close their doors because of a disaster would not open again, and that approximately three in every 10 businesses that open their doors again go bankrupt within one year. Undoubtedly, this has an impact on employment and the economic sustainability of our States.

Therefore, our challenge and the task entrusted to government authorities and the regional private sector in risk management is to reinforce the culture of prevention with a comprehensive view, focused on sustainable development; outline sound contingency plans, and set action strategies that enable social parties to act in an effective, cooperative and coordinated way before, during and after a disaster.

As the Permanent Secretary of SELA, I wish you every success with your discussions and I hope that such a rostrum like the Regional Seminar will be both amenable to debate and fruitful in finding solutions to the challenges posed by this significant facet of disaster management for world economic and technical cooperation and for public-private sector cooperation.

Thank you all for your participation.

A N N E X I I I

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List of Documents

SP/SR-CGCORRD/DT N° 1-11-Rev.1	Agenda
SP/SR-CGCORRD/DT N° 2-11	Base Document "Partnerships between public and private sectors for disaster risk management: Continuity of government and continuity of operations during disasters" <i>Alejandro Linayo, SELA Consultant</i>
SP/SR-CGCORRD/Di N° 1-12	Speech by Ambassador José Rivera Banuet, Permanent Secretariat of the Latin American and Caribbean Economic System (SELA)
SP/SR-CGCORRD/Di N° 2-12	Speech by Ambassador Carlos Bivero, Director of Relations for Integration and Cooperation of SELA
SP/SR-CGCORRD/Di N° 4-12	Speech by Ms Elaine Dezenski, Senior Director of the Risk Response Network of the World Economic Forum
SP/SR-CGCORRD/Di N° 6-12	Presentation "Partnerships between the private and public sectors for disaster risk reduction" <i>Alejandro Linayo, SELA Consultant</i>
SP/SR-CGCORRD/Di N° 7-12	Presentation " <i>Erupción del Volcán Puyehue-Cordón Caulle en la República de Chile, 4 de junio del 2011</i> " <i>José Luis Barbier, Deputy Secretary of Provincial Development and Promotion of the Ministry of the Interior of Argentina</i>
SP/SR-CGCORRD/Di N° 8-12	Presentation " <i>Panel de experiencias nacionales sobre continuidad de gobierno ante situaciones de desastre - Perú</i> " <i>Alberto Bisbal, National Director of Prevention of the National Civil Defence Institute of Peru (INDECI)</i>

SP/SR-CGCORRD/Di N° 9-12	<p>Presentation "Terremoto y Tsunami del 27 de febrero de 2012 en Chile. Fortalecimiento de la gestión en Protección Civil"</p> <p><i>José E. Abumohor, Head of the Section of Analysis and studies of the National Emergency Office of Chile (ONEMI)</i></p>
SP/SR-CGCORRD/Di N° 10-12	<p>Presentation "El Sistema Nacional de Gestión de Riesgo de Desastres del Perú y el CENEPRED"</p> <p><i>Melba González, Head of the National Centre of Estimation, Prevention and Disaster Risk Reduction (CENEPRED)</i></p>
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SP/SR-CGCORRD/Di N° 28-12	Presentation "Instrumentos financieros para la gestión del riesgo" <i>Fernando Montenegro, Head of Operations of the IDB Representation in Peru</i>
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