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| EXTERNAL EVALUATION PROJECT 73785: “Capacity Development for Disaster Risk Management at national, regional and local level in Chile 2013-2014” |
| Final Report |
| Elaborated by: Claudio Osorio U. |



**January 2015**

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# Acronyms

**F27**  February-27, 2010 earthquake and tsunami

**Academia** Civil Protection Academy

**ACHNU** Chilean Association pro United Nations

**BCPR**  Bureau for Crisis Prevention and Recovery

**CEUR-UBB**  Biobío University Center for Urban and Regional Studies

**COE** Emergency Operations Center

**CSO**  Organizations for the Civil Society

**DIPECHO**  Disaster Preparedness Program

**ECHO**  European Commission General Directorate for Humanitarian Aid and Civil Protection

**ENAP**  National Petroleum Company

**EMPLEA**  Fundación Emplea (Employment Foundation)

**FOSIS**  Solidarity and Social Investment Fund

**GORE**  Regional Government

**ICHEM-UA**  Municipal Studies Chilean Institute of the Autonomous University

**NGOs**  Non- Governmental Organizations

**OCHA** United Nations Office for Humanitarian Affairs Coordination

**UNO** United Nations Organization

**PDNA** Post- Disaster Needs Assessment

**NPDRM**  National Policy for Disaster Risk Management

**UNDP**  United Nations Development Program

**Ranch**  Chilean Network for Humanitarian Aid

**DRR**  Disaster Risk Reduction

**SENAME** National Service for Minors

**UDEC**  Concepción University

**UNDAF**  United Nations Development Assistance Framework

**UNESCO**  United Nations Educational, Scientific and Cultural Organization

**Project 73785** “Capacities Development for Disaster Risk Management at national, regional and local level in Chile”,

**WVI** World Vision International

# Executive Summary

The Project under analysis was mainly created on the basis of technical cooperation priorities and requests that UNDP-Chile received from national and regional institutions for a collaborative design of this project: “Capacity Development for Disaster Risk Management at national, regional and local level in Chile”, so that this project was pertinent and relevant for Chile.

Though the project was accomplished over the time of the assessment, with most of indicators and verification means set by the project logical framework, which may show a high effectiveness level in the project.

During project implementation there wasn’t an integral planning and development vision of activities and products set in the project, which were implemented individually without taking advantage of experiences and learnt lessons of each result. On the other hand, due to the emphasis on some of the respondents, the roles and functions of UNPD-Chile coordination team members was unclear, leading to a weak decision-making, delayed activities implementation and confusion of project holders and beneficiary institutions when asking and receiving the necessary technical cooperation.

Moreover, because of DIPECHO program flexibility, project 73785 made a joint contribution with UNESCO to ONEMI request, so that a National Policy for Disaster Risk Management implementation was elaborated under current project framework, representing a key element of The National Platform for Disaster Risk Management the next years.

The present report shows five well defined sections: the **introduction** presents the assessment purpose and used methodology. Then it presents the **context** of 73785 project development under analysis, with a brief review the National System for Civil Protection in Chile, as well as UNDP-Chile contributions made to Chilean risk management through projects and initiatives born from F-27 up to now. This section ends with DIPECHO Action Plan for South America 2013-2014 and project 73785 general descriptions.

The third section of this document presents **findings** related to pertinence, relevance, effectiveness, efficiency and sustainability. Identified findings are present arranged according to the three expected results considered in the project, to simplify casualties and impact analysis that such findings have on project’s implementation.

Further, the document presents **conclusions and recommendations** associated to different relevant aspects such as: objects achievement, advocacy and incidence as well as training activities development and others. The end of this section presents current commitments that UNDP-Chile has signed in UNDAF 2015-2018 framework as in understanding memoranda as well as agreements signed with different institutions, so that they are verified in the actions designed and implemented by UNDP-Chile and contribute to disaster risk management in Chile.

Finally, the document presents a section dedicated to **learnt lessons** when implementing Project 73785, so that they are part of UNDP-Chile learnings.

# Introduction

## Assessment purpose

The present external assessment is based on the United Nations Development Program (UNDP) in Chile, on the South America’s Action Plan framework 2013-2014 of Disaster Preparedness Program (DIPECHO) from the European Commission General Directorate for Humanitarian Aid and Civil Protection (ECHO).

Its purpose is analyzing pertinence, effectiveness, efficiency and sustainability for each one of the expected results considered in this project presenting conclusions, recommendations and learnt lessons based on findings. These may be considered by the UNDP-Chile, their counterparts and collaborators as well as design and implementation partners for future technical cooperation activities on disaster risk integral management at different levels (national, regional and municipal).

The present assessment has the following specific objects:

1. Value object achievements showing results contribution evidence at a product and impact level and identify problems or circumstances that could have affected project’s implementation as well as foreseen and unforeseen results achievement
2. Analyze project’s efficiency related to received resources and achievements
3. Identify main learnt lessons and recommendations to ensure workability and sustainability of this Project and its results

The assessment is focused on both a single impact analysis of each implemented action and aggregated analysis, with special attention to project execution analysis in order to assure integrality and synergy among different expected results and activities considered in project’s design.

Assessment results are expected to be useful for UNDP, European Commission General Directorate for Humanitarian Aid and Civil Protection (ECHO) and for national, regional municipal and non-governmental institutions (NGOs) related to the activities of project 73785.

## Assessment methodology

In this assessment qualitative and quantitative methods were combined using the UNDP Planning, Following and Assessment Manual. They permitted to assess relevance, effectiveness, efficiency and sustainability of initiatives considered within Project 73785. Involving and consultations were promoted with key holders and actors jointly defined with UNDP-Chile staff in charge of project’s coordination and implementation. Additionally, documents provided by UNDP officers were compiled and analyzed.

The present assessment was performed during December 2014-January 2015. For celebrations and closing of the administrative and financial year, strategies described below were used with many of the institutions and relevant people for the assessment objects, in order to ensure their accomplishment:

* **Compilation of Information and analysis**: The UNDP provided relevant documentation used in the design of process, approval and implementation of this Project. It also provided relevant information concerning letter, understanding memoranda-sharing and so on.

Similarly, different products, documents and reports of existent activities related to the project and UNDP technical cooperation tasks relative to relevant integral risk management were compiled.

* **Key actors interview**: Instruments were developed for interviews timely commented and enriched by UNDP (see Annex 1). These instruments were of different types of institutions and respondent profiles considered for a personal interview or contacted by email and phone. There was a total of 14 respondents from different institutions such as UNDP-Chile, ECHO, UNESCO, Ranch, UDEC, GORE Biobío and others. (see Annex 2)

Furthermore, lists of participation in training and sharing activities were used. These were related to the compilation project on relevance and use of said activities in institutions and with people work who were involved.

* **Documents and reports elaboration**: Content, structure and length of documents and reports considered in the present consulting were previously convened with the UNDP. To do this, a “commented table” was elaborated for every product incorporating UNDP comments and contributions. According to these tables, draft and final versions of assessment documents were elaborated.

# Context

## Brief review on the National System for Civil Protection

Chile has a risk management structure initiated under a reactive scheme typical of Latin-American institutionalism between 1960 and 2000. Then, this scheme evolved and gave origin to schemes more linked with preparation ex-ante approach, prevention or risk management promotion and decentralization. Additionally, catastrophic seismic events occurred in Chile through history led this country to develop an efficient and standardized application seismic framework frequently updated which permits the country has low physical vulnerability to these kinds of threats.

The National Emergency Office (ONEMI) was founded by Law Decree 369 on March 18, 1974. Serving to the Ministry of the Interior, its original responsibility is “*plan, coordinate and execute activities intended to prevent or solve problems from earthquakes or catastrophes”* (Art. 1.). This Law Decree also states that *“National Emergency Office will be responsible for coordinating activities of any other public or private organism during catastrophes, earthquakes or public calamity situations and which is involved in the solution of emergency problems*” (Art. 3.)

ONEMI structure at the present[[1]](#footnote-1):

LEGAL

ADVISORY

INTERNAL

AUDIT

**CENTRAL STAFF LEVEL**

NATIONAL DIRECTORATE

**CENTRAL OPERATIVE LEVEL**

**STRATEGY LEVEL**

**CENTRAL OPERATIVE LEVEL**

SECRETARY

BUDGET DIVISION

ICT DIVISION

REGIONAL COORDINATION UNIT

PLANNING UNIT AND MANAGEMENT CONTROL

PLANNING AND PROJECTS

COMMUNICATIONS

REGIONAL SUB- DIRECTORATE

COORDINATORS

ADMINISTRATIVE DIVISION

SUPPLY

DIVISION

EARLY WARNING NATIONAL

CENTER

CIVIL PROTECTION ACADEMY

CIVIL PROTECTION DIVISION

OPERATION

SUB-DIRECTORATE

15 REGIONAL SUB- DIRECTORATE

RISK MANAGEMENT SUB-DIRECTORATE

NATIONAL SUB-DIRECTORATE

CABINET

ONEMI ORGANIZATIONAL STRUCTURE

On March 12, 2002, decree 156 that “approve the National Plan of Civil Protection…” was adopted. This decree abolished the current Emergency National Plan and constituted a first normative with objects for risk management. This plan is: *Arrange a multisectoral planning for Civil Protection of indicative nature intended to develop permanent actions for emergencies and/or disasters attention and prevention in the country from an integral vision of risk management”.*

The National System for Civil Protection is structured around National Plan of Civil Protection, which object is arranging the indicative nature of protection multisectoral planning, intended to develop permanent actions for emergency and/or disasters prevention and attention in the country from an integral vision of risk management integral vision.

This Plan must be performed at different State administrative levels (national, regional, provincial and communal) working jointly with Civil Protection organisms of the respective jurisdictional area through the Civil Protection Committees. Each committee is chaired by the respective determined jurisdictional area (The Ministry of the Interior, Mayor, Governor, Intendent) and it must be formed by every public and private institution and organism that, by means of mandate, competence or interest, may make contributions to Civil Protection management, depending on their jurisdictional area such as Army Forces and Carabineros (Policemen), Civil Defense, Red Cross, Firemen, the Chamber of Commerce and others.

Civil protection structure management for each jurisdictional level – communal, regional, provincial or country – is set as it follows[[2]](#footnote-2):

President

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Authority**

**……………………… Integral Advisory**

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Technical coordination**

Provincial Government

Municipality

Regional Intendence

**National Emergency Office**

**Civil Protection Emergency Operations Committee Committee**

**Action domain** **Response domain**

**Communal Directorate for Civil Protection**

**COE**

**COE**

**COE**

**Regional Representation**

**Provincial Directorate for Civil Protection**

**Provincial Representation**

**Civil Protection Emergency Operations Commitee Committee**

**National Representation**

**ONEMI’s National Directorate**

**Communal Representation**

Ministry of the Interior

**COE**

ONEMI National Directorate

**Civil Protection Emergency Operations Commitee Committee**

**Civil Protection Emergency Operations Commitee Committee**

Earthquake and tsunami of F-27, 2010 represents a turning point for disaster risk management in Chile. Early warning, response, rehabilitation and reconstruction defects of the system made a change in the institutional structure associated with risks and disasters. This same year the Executive power sent the first draft law to modify the legal framework. On December 16, 2014, the president of the republic signed last indications to create a National Service for Emergencies and Risk Management to be in charge of tasks required in every step of the process. This means, preventive tasks, risk management during catastrophes and the subsequent recovery using an intersectoral viewpoint that emphasizes local characteristics.

However, that experience promoted closer links with international, national, regional and municipal authorities to assume collaboratively humanitarian response challenges as well as earthquake and tsunami effects.

Out of the still pendent approval of a new legal and institutional framework for integral disaster risk management in Chile, there has been a significant progresses. Among them we notice:

* Formation of the **National Platform for Disaster Risk Reduction**[[3]](#footnote-3), considered as a high level committee, which is nationally and internationally recognized. This is formed by State ministries, multisectoral organisms, organized civil society, scientific community, private sectors and others. Its object is achieving the incorporation of disaster risk reduction (DRR), transversally in policies, planning, and development programs according to Hyogo Action Framework’s implementation.
* **National Policy for Disaster Risk Management[[4]](#footnote-4)** elaboration and approval to give Chile a guide framework or instrument for developing an integral disaster risk management. This policy was elaborated under National Platform for Disaster Risk Reduction and approved on December 16, 2014. It articulates the whole policy with transversal and sectoral policies to carry out preventive, response and recovery actions in disasters within a sustainable development framework.
* The foundation of the **Chilean Network for Humanitarian Aid** (Ranch)[[5]](#footnote-5), which is formally constituted on December 5, 2011, because there was a need of civil society organizations to give a better and on time response to country requirements in case of emergencies and disasters. Its object is focused on contributing to prevention culture and risk reduction for disasters, reinforcing local capacities, facilitating coordination between public and private institutions and the efficient supply for humanitarian aid to the most affected populations.
* The creation of the **Academy for Civil Protection[[6]](#footnote-6)** is dated on February 4, 2009 by means of the Exempt Resolution Nº 282. Its object is formation, training, assessments elaboration and research to form specialists in Civil Protection issues. Since then to now, it coordinates and implements several formation programs aimed at the members of the Civil Protection National System.

The strategy used by the Academy is being formed as an articulation entity for the design and execution of process formation in emergencies prevention and attention. This action is made giving guidelines to training entities, like universities, technical training centers, academies and other organizations that design and/or implement different study plans.

## UNDP Contributions for Integral Risk Management in Chile

The UNDP-Chile has cooperated technically with relevant authorities and actors from Chile in issues relative to the integral disaster risk management since February 27, 2010 earthquake and tsunami. During those events and the successive ones, a series of socio-institutional weak points and needs became evident both in risk management preparedness and in emergency response. This was applied at national and local level, as municipal and regional governments of the most affected localities were severely collapsed to respond in emergency. This forced again to present a new local planning approach, developing methodologies to incorporate disaster risk reduction in its management.

### Post- earthquake and tsunami early recovery project 2010 (2010-2011)

In the above context, the UNDP office in Chile supported by *Bureau for Crisis Prevention and Recovery* (BCPR), implemented the project: “Support for post earthquake and tsunami Early Recovery on February 27, 2010 in Maule and Biobío regions. It was an object to this project to “reinforce Maule and Biobío local government capacities to manage early recovery and consolidate the sustainable recovery process beyond the earthquake”.

The Project was implemented in Maule and Biobío regions during the second semester of 2010 and it was focused on post disaster recovery and planning of four pilot municipalities affected by the earthquake and/or tsunami (Curepto, Longaví in Maule Region and Talcahuano and Lebu in Biobío Region).

For work plan implementation alliances were determined with specialized university centers[[7]](#footnote-7) in both regions and formed work teams to support Recovery Plans elaboration.

Following the results of this project only Talcahuano has continue to work independently in disaster risk management issues becoming a referent for risk local management and planning as well as for emergency response.

### Project for Disaster Risk Management Incorporation in Territory Planning (2011-2012)

A second project was entitled: “ Planning for disaster risk reduction at a territorial level with regional and local governments, fishing and peasant communities and civil society organizations from Maule and Biobío regions 2011-2012". This was financed by ECHO, UNDP and Talcahuano Municipality. Their objects aimed at planning for disaster risk reduction at a territorial level in Biobío, Tarapacá and Arica and Parinacota.

This project had three components aimed at:

* 1. Developing regional and local capacities
  2. Implementing a risk culture development along the coastal edge of Biobío Region
  3. Incorporating risk management in planning instruments, in addition to local and regional development

Main achievements and learnings of DIPECHO UNDP 2011-2012 project consisted of setting a methodology to incorporate disaster risk management in local and regional planning as well as design and implement a capacity development model for local authorities concerning with disaster risk management and planning issues.

### Recovery project for Valparaíso fire 2014

The incorporation and implementation of project “Support for recovery process of zones affected by forest fire in Valparaíso, Chile was performed due to a fire occurred in April 12, 2014, one of the biggest in the country history that burnt an approximate surface of 965.2 hectares, out of which 28.2 are for a surface with houses.

The Ministry of the Interior reported 15 dead people, 2,900 destroyed houses and a total of 12,500 homeless people. According to the reported figures, from a total of 3,300 present in the fire zone 75% of them were inhabitable, 5% of them were in an unrecoverable condition, and the resting 20% with no damage.

The object defined in this project was “Provide technical assistance to Chile Government and to national and local public institutions, so as to develop an accelerated recovery process of the zones affected by forest fire in Chile Valparaíso Region, using a sectoral approach. Some of the main activities considered were:

1. Asses recovery needs, public and private actors intervention follow up and the elaboration of a baseline to develop a disaster risk recovery plan.
2. Elaborate a territorial recovery plan for the affected zones using a disaster risk reduction approach and community involving.
3. Elaborate a strategy projects portfolio to be financed by regional and national funds for economic and social reactivation of the affected zones.

## DIPECHO Action Plan for South America 2013-2014[[8]](#footnote-8)

In DIPECHO Action Plan 2012-2014, the European Union through the ECHO assigned 14,5 million euros to 10 countries of the continent aimed at improving preparedness and reduce vulnerabilities for extreme natural phenomena such as earthquakes, tsunamis, droughts, floods and landslides.

This preparedness program for disasters of ECHO, called DIPECHO is intended to limit the negative impact of catastrophes by preventing and reinforcing the response capacities of authorities and affected populations.

Among other things, DIPECHO projects finance the creation of early warning systems with local or national coordination to respond fast in case of a disaster, elaboration of emergency plans as well as awareness training and campaigns. It also finances infrastructure tasks to reduce risks.

In DIPECHO action plan 2013-2014, countries beneficiated with resources assignation were Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Paraguay, Peru, Uruguay and Venezuela, which assignation of 12 million euros was increased adding 2,5 million euros, specially allocated to act in zones impacted by droughts and helping communities to get prepared better in case of droughts, adapting their famings, taking care of the cattle and water wells. Bolivia with 3,4 million euros, Paraguay and Peru with 2,4 million euros were the countries with a great part of resources assigned.

Every project financed by ECHO is implemented by member organizations of this sphere, with which ECHO has a long collaborative career. Some of them are Plan International, CARE, Action Against Hunger Oxfam, Welthungerhilfe, Cáritas, Red Cross, a 7 international NGOs consortium headed by Practical Solutions, the United Nations Development Program (UNDP), The United Nations Organizations for Education, Science and Culture (UNESCO), the United Nations Food and Agriculture (FAO), the International Federation of Red Cross Societies (IFRC); and the United Nations Office for Disaster Reduction (UNISDR).

Since 1994, ECHO has allocated 65,5 million euros to disaster preparedness in South America and 112,5 million euros to disasters and emergencies response occurred in the region. The humanitarian aid is a materialized expression of European Union fundamental values: solidarity with the most vulnerable populations, human dignity respect, equity and tolerance.

## General description of DIPECHO UNDP-Chile project 2013-2014

DIPECHO Project that UNDP Chile Implemented during 2013-2014 period, which is part of the present assessment, will be generally described.

Based on the obtained results in DIPECHO project 2011-2012 implemented by UNDP-Chile, It was defined with national and regional authorities a consolidation strategy for the process initiated in 2011-2012 on disaster risk management incorporation at a regional and local level. This meant to reinforce regional and local government capacities to undertake this challenge.

Similarly, in addition to central level of the National System for Civil Protection, it was defined the object to support the formation model improvement and re-design as well as the ONEMI’s Academy for Civil Protection. This initiative would be jointly executed with the National System central level for Civil Protection initiated after February 27, 2010.

At the end, as a way to give continuity to community work developed by UNDP on integral risk management, it was determined to design a reinforced model of civil society organizations, which was dully arranged and grouped in the Chilean Network for Humanitarian Aid (Ranch). The object was to develop interinstitutional coordination capacities of these network partner organizations. The sub local level was stressed (region and municipalities), supporting the establishment and creation of these humanitarian and civil protection networks.

### Object of this project

Project general object is “To reduce the vulnerabilities towards disaster risks through capacity development for disaster risk management at national, regional and local level in Chile”. And its specific objective is “To enhance capacities to integrate Disaster Risk Management in the local development plans and preparedness processes”

### Expected Results and main activities

Expected results and main activities considered for each one of them are shown below. Annex 3 presents objects, results, activities and verification means (logical framework).

**Result 1 -** The capacity of the National Civil Protection System for DRM has been improved through the implementation of a new academic and programmatic model for the Civil Protection Academy.

*Main activities:*

* 1. Design and conduct the instrument on Capacity Development Needs Assessment
  2. South-South Cooperation exchanges of experience in DRM with Civil Protection Academies in the LAC Region
  3. Participation in two regional DIPECHO coordination meetings

**Result 2 -** The communities have strengthened their capacity for disaster risk reduction and emergency response through the increased presence of civil society humanitarian organizations at sub-national level.

*Main activities:*

2.1 Establishment of 3 local humanitarian networks

2.2 Organization of training courses for local humanitarian networks

**Result 3 -** Regional and Local Governments consolidated their capacities to incorporate a DRM approach into regional/local development and emergency plans and budgeting instruments.

*Main activities:*

3.1. Organization of diploma course

3.2. Exchange of experiences within UNDP´s South-South Cooperation strategy in the LAC region and in the country with regional and national authorities.

3.3 Support the strategy of the Regional Government of the Bio-bio region on DRM programme at regional level

### Relevant actors per result

Now it will be introduced some of the main actors linked to each one of the expected results considered in Project 73785. Some of the actors below were involved in project design and some others in the implementation process of it.

|  |  |
| --- | --- |
| Result 1- New Model for Civil Protection Academy | |
| Beneficiary and strategic partner | Civil Protection Academy |
| DIPECHO strategic partner | OREALC/UNESCO Santiago |
| Beneficiary partners | Disaster Risk Reduction National Platform |
| Result 2 – Reinforce Humanitarian Aid Networks in Chile | |
| Beneficiary and strategic partner | Members of the Chilean Network for Humanitarian Aid and Subnational networks: |
| Public actors involved | * The Illustrious Municipality of Talcahuano   Risk Management and Emergency Response Communal Center   * Biobío Regional Government   Planning Division and Territorial Regulations   * The Illustrious Municipality of Valparaíso   Community Development Directorate   * ONEMI’s Regional Directorates   Tarapacá, Valparaíso, O’Higgins and Concepción.   * University of Concepción   Center of Teaching Resources and Training   * International Humanitarian Aid Network – ONU Chile |
| Result 3 – Include Integral Risk Management in regional and municipal Planning | |
| Beneficiary and strategic partner | * Biobío Regional Government * Municipality of Talcahuano * University of Concepción * Municipality of Valparaíso |
| Public actors involved | The Undersecretary of Regional Development and Administration (SUBDERE) |

# Findings

To elaborate this chapter, definitions and guidelines provided by the PNUD[[9]](#footnote-9) were considered for development projects and programs assessment. According to these, pertinence and relevance, effectiveness, efficiency and sustainability were evaluated for each one of the results under a specific object. This way, findings were assessed in relation to each one of the results, considering their particular circumstances and actors involved.

## Pertinence and relevance

In this section project importance is evaluated as well as its activities and products relative to beneficiaries needs and priorities, whatever institutions or individuals. Furthermore, it is considered how project actions are congruent with national, regional, local and institutional priorities.

Pertinence is also linked to coherence between needs perception, according a previous vision before the initiative is conceived as well as the reality of what it takes from beneficiaries view, and to what extent UNDP-Chile is able to respond in a responsive manner to changing situations and emergent situations during the implementation of the project.

Because of the project under assess has its genesis and direct relation to DIPECHO project 2011-2012[[10]](#footnote-10), it must be considered that pertinence and some of the actions are aimed at giving continuity and/or sustainability to initiatives committed by UNDP-Chile in previous cooperation.

### Expected result 1 – New Model of Academy for Civil Protection

#### Finding: The Academy for Civil Protection/ONEMI participated actively in DIPECHO Project design and execution

The ONEMI’s Academy for Civil Protection has been under a restructuring process since 2012. Development changes are based on the need to define a national capacity development strategy to reduce disaster risk, which responds to international standards that contribute to self-care and preventive culture aligned with the new objects that people present in respect with these matters.

To comply with the previous objects, the Academy for Civil Protection asked the collaboration of UNDP-Chile and UNESCO Regional Office, so that institutions include specific actions in their projects financed under DIPECHO Action Plan framework 2013-2014 to focus on needs identified by the Academy for Civil Protection[[11]](#footnote-11). This way the expected result 1 of DIPECHO projects 2013-2014 from UNDP and UNESCO Chile would fulfill a real ONEMI need in the restructuring process of one of its main “programmatic focuses”.

Within needs identified by the Academy, so that the UNDP serve within the framework of present project we notice:

* Design and implement a Joint Restructuring Project of the Academy,
* Elaborate a diagnostic of training needs at national level for different target audiences of the academy,
* Sharing experiences and good practices of international organizations with experience in training centers depending on national organizations for the civil protection in Latin America and the Caribbean.

Therefore, it is possible to ensure that Project 73785 served actions that were defined by ONEMI through the Academy for Civil Protection, in addition to choose the UNDP-Chile to be included in the design of this project.

### Expected result 2 – Reinforce Humanitarian Aid Networks in Chile

#### Finding: Though project 73785 contributed with Ranch work, the same was not built on priorities and actions foreseen in work plan of Ranch 2012-2014.

UNDP officers who designed the project 73785 performed consultations with Ranch members while elaborating the Project. Nevertheless, during such consultations nobody analyzed the project in question. Thus, results, activities and products finally included in this project relative to Ranch didn’t serve network priorities, and actions considered in Ranch 2012-2014[[12]](#footnote-12) Work Plan were observed according to the Ranch responded members.

Ranch respondent members recognize that performed activities within project framework contribute to network labor. However, these activities didn’t reach an agreement or consensus at the beginning, which led to a great coordination necessary to UNDP-Chile and Ranch understand the scope and implementation mode of the project. Finally it materialized with a cooperation agreement between both institutions signed on May 12, 2014.

In the aforementioned UNDP-Ranch cooperation agreement for period 2014-2015, to cooperation areas are defined: i) institutional reinforcement to set local humanitarian networks, and ii) training and development of capacities for Disaster Risk Reduction. Furthermore, in this agreement there is included a work plan for 2014, wherein it is defined the intervention area for regions of Valparaíso, Biobío and Tarapacá, as well as activities detailed below, the same that are included in the activities considered for the implementation of DIPECHO implemented by UNDP:

1. Support capacity training process in key areas of disaster risk reduction (DRR) according to needs identified in every intervention area.
2. Reinforce coordination and collaboration mechanisms among municipal authorities, Regional ONEMIs and civil society members
3. Support communication mechanisms reinforcement and promote Ranch through its website, emails, institutional signs and other activities.

### Expected result 3 – Include integral risk management in municipal and regional Planning

#### Finding: Biobío Regional Government is seeking to consolidate progress on DRR with DIPECHO project 2013-2014

Since 2008 UNDP-Chile, through its Local Development Area, has collaborated with Regional Governments in planning and assessment processes relative to the impact of policies at sub-national level. In this context regional planning instruments elaboration has been favored for different regions and has implemented processes to reinforce local capacities.

This regional government support has consisted basically of a regional situation diagnostic inspection and strategy building to develop shortfall areas and priority areas.

Following this work line UNDP-Chile performed DIPECHO project 2011-2012, during which the UNDP-Chile worked in close cooperation with 22 of 54 local governments from Biobío region, incorporating DRR approach in local projects and in regional planning.

As part of the development process of capacities initiated in DIPECHO project 2011-2012, the Regional Government of Biobío Region signed a Memorandum of Understanding with UNDP-Chile (August 24, 2012) for 2012-2015 period. Its object is to reinforce regional and local capacities in development processes that incorporate for the first time the approach or disaster risk reduction as part of an integral development framework.

In the Understanding Memorandum with the UNDP-Chile, signed on August 24, 2012, it is included Cooperation Area 3: Disaster Risk Reduction. This domain is intended to design a strategy that may be translated into regional policy to guide territorial regulation, identify strategy investment necessary to reduce disaster risk, and favor local risk culture development. The same way, risk management elements will be integrated in the regional planning instrument.

The expected results included in the understanding memoranda are:

1. The region will have planning instruments to guide the territorial regulation, identify strategy investments necessary to minimize disaster risk and favor risk management culture.
2. It will be incorporated in regional and communal planning instruments, the risk management and preparedness recovery.

Objects and results included in memorandum inspired the actions designed for DIPECHO project under analysis.

#### Finding: Disaster risk was not an explicit work priority for Valparaíso Municipality. Management performed by UNDP-Chile and this Municipality to participate in project 73785 just got a response and then led to forest fire on April 2014.

The Municipality of Valparaiso was considered as the second territory to achieve this expected result. Notwithstanding, in documental verification and interviews performed under this assessment framework, there was no evidence that disaster risk has been an explicit priority or an action line for Valparaíso Municipality. Needs identified by UNDP in Valparaíso Municipality were defined by UNDP-Chile according to the results and activities considered in project 73785.

Fire affected Valparaíso on April 12, 2014 was a scenario that showed Municipality needs in respect with disaster risk management and facilitated the sign of an Understanding Memorandum 2014-2015 between UNDP-Chile and the Illustrious Municipality of Valparaíso, which was signed on April 23, 2014. In said memorandum a cooperation area 2 was included: Disaster Risk Reduction, wherein this domain is intended to design a strategy that may be translated into communal policy that guides territorial regulation, identifies strategy investments necessary to minimize disaster risk and favors local risk culture development. With this, it is expected to achieve results detailed below:

* That Municipality and its team have a capacity assessment to implement its mission.
* That Municipality and its team have technical advisory and studies to head a disaster risk management at a local level
* That Municipality and its team have a Capacity Development Program incorporating female/male officers from a communal team, sectoral and regional organisms related to program objet and mission.
* That Municipality and its team have a central team reinforced with technical capacities through teaching and training of officers as well as hiring other necessary specific capacities.

However, there was no an explicit request from Valparaíso Municipality for technical cooperation in the activities and issues included in project 73785, but they were limited to post Valparaíso fire Early Recovery project activities.

## Effectiveness

This section is intended to measure the level reached by this project with the expected results (product and effects) suggested in the initial design or the progress achieved to reach this products and effects limiting exclusively to changes observed, due to activities and products of the project.

### Expected result 1 – New Model of Academy for Civil Protection

The expected result 1 would state that capacities of the Civil Protection National System for Disaster Risk Management have been improved by the implementation of a new academic and programmatic model for Civil Protection Academy from the National Office of Emergency”. Below there is a summary of the main activities and products originally considered in project design, as well as those ones that were executed during project execution[[13]](#footnote-13).

| **Activity considered in the initial project** | **Activity/product performed under the project execution framework** |
| --- | --- |
| Design and apply an instrument for a need Analysis in disaster risk management capacity development | - Capacity Need Assessment for Disaster Risk Reduction Training in Chile[[14]](#footnote-14) (March 2014) |
| South-south cooperation and disaster risk management experience sharing with other Latin America and Caribbean civil protection academies. | * Sharing experience record. * Sharing experience conceptual note Chile-Mexico (April 2014) * Comparative Analysis of Civil Protection Academies[[15]](#footnote-15) National Models (September/November 2014) * Model Proposal for Civil Protection Academy[[16]](#footnote-16) (November/December 2014) |

After project initiation and based on the ONEMI specific request to ECHO on April 1, 2014, DIPECHO projects included by UNDP-Chile and UNESCO comprised under this result the elaboration of the National Strategy for Disaster Risk Reduction. This activity replaced the “document country” update considered in DIPECHO Action Plan 2013-2014.

#### Finding: The Civil Protection Academy didn’t receive timely and efficiently technical support from the UNDP that permit to have a validated model of Civil Protection Academy.

The Academy was one of the instances that inspired and participated with the UNDP-Chile in project design under evaluation. It also promoted UNDP joint work with DIPECHO project that UNESCO implemented in the same DIPECHO Action Plan framework 2013-2014. However, when implementing activities, the UNDP didn’t adapted to planning required by the Academy, so that said activities were executed in a coordinated and collaborative way with the complementary actions that both the Academy and UNESCO had planned for a common achievement to get a dully validated Academy model.

The Academy pointed out that UNPD-Chile didn’t give a ready answer to request information and requirements to plan and develop activities agreed under project 73785 framework. These circumstances caused some situations and consequences present when implementing the project, affecting the validated model development of the Academy. These are shown below:

* Low communication between ONEMU and UNDP doesn´t allow observed concordance among actions and results of project 73785 with National Plan for Training in Integral Risk Management[[17]](#footnote-17) “elaborated by ONEMI Academy
* Delays in UNDP activities related with build a new civil protection academia model, brings delays in to ONEMI and UNESCO related activities.
* Academy exchange with other training center dependent on civil protection organization was not possible as set in the project, because UNDCP Chiles doesn´t receive prompt support from other UNDP Offices.
* The above results in deteriorated collaboration and trust relations of the Academy and UNESCO with the UNDP in disaster risk management technical cooperation.

#### Findings: Results of development need assessment in disaster risk management have biased arrangements and responses, due to drawbacks to identify and contact key institutional representatives and actors of disaster risk management.

People and results under this analysis framework, as well as this document results “Training Need Assessment for Disaster Risk Reduction”[[18]](#footnote-18) in Chile recognize that there is a biased capacity development demand in respect with arrangements and response issues for emergency situations and disasters and the integral approach of disaster risk management is unknown.

As set in the assessment document, which was approved by ONEMI for broadcasting, the selected statistical sample included all the official members of the National System for Civil Protection and members of the organized civil society, institutional representatives of Risk Disaster Reduction National Platform, international organisms, educative system members, private sector, media representatives and others.

PNUD-Chile asked for ONEMI National Director presenting this assessment initiative to the members of the National Platform for Risk Disaster Reduction with the assessment questionnaire and asked for their cooperation in the study. Due to the ONEMI director negative answer to share platform member database with the Civil Protection Academy and UNDP, direct follow up with public institution representatives who could have made positive contributions to the assessment was not carried out.

As the UNDP-Chile didn’t have an updated and unified database of the National System for Civil Protection, the UNDP hired the assistant services to update registers provided by ONEMI and having a unified database that may be used for the assessment. Once contact list was elaborated, which would form the sample for need assessment, the UNDP expected more involving and presence of ONEMI to call on its participation in the assessment questionnaire sent by email and in interview invitations.

From an approximate universe of 2000 contacts considered in the sample, only 21% of contacted institutions and people gave their answers, because the short timeframe and low ONEMI´s support to get their counterpart on the field. The institutions to report more involving in this assessment were ONEMI officers (national and regional) and firemen[[19]](#footnote-19) Although the document recognizes poor involving of the identified actors and inclination to preparedness and response during the assessment development period, the assessment methodology was not change to ensure training needs in different domains of disaster risk management.

In view of the foregoing, assessment results executed under the project framework does not permit the Academy to know requirements of issues related to risk prospective and corrective management.

#### Finding: Activities jointly planned between UNDP, ONEMI (Academy) and UNESCO to build a new Civil Protection Academy model were not implemented with the pace, sequence and complementarity defined at project start

Even though the activities associated with having a new Academy model were jointly planned between UNESCO, UNDP and the Academy, the UNDP activities implementation was mostly executed separated from UNESCO and Academy, making complex the execution of a joint, coordinated and higher incidence work.

The Academy and UNESCO developed activities individually, which were expected to be jointly developed. These activities emphasized trainee profile definition that the Academy developed without UNESCO and UNDP-Chile consultation and collaboration. Similarly, UNESCO had to start training courses design without “Training Need Assessment results for Disaster Risk Reduction in Chile” elaborated by UNDP-Chile.

Delay or impossibility of UNDP-Chile to implement activities under its responsibility relative to build a new model of Academy made joint work among Academy, UNESCO and UNDP-Chile complex, reducing spaces and sharing and collaboration moments during the three-party development of different activities. At the end of project period, UNESCO and UNDP coordinated independently with the Academy developing their activities, losing the integrality of interagency intervention (UNDP and UNESCO).

#### Finding: The Project contributed significantly to ONEMI has a National Strategy for implementing National Policy for Disaster Risk Management

Taking ECHO flexibility in DIPECHO program, UNDP-Chile and UNESCO could serve the technical support requirement that ONEMI asked for ECHO in April 2014 to elaborate the National Strategy for Disaster Risk Management.

This UNDP and UNESCO specific cooperation within Disaster Risk Management National Platform work, reinforce UNDP-Chile presence and contribution to such platform, where the UNDP has participated since it was created. This strategy elaboration was the main activity and result of National Platform for Disaster Risk Management during 2014.

This initiative relevance was emphasized by the ONEMI during the IV Regional disaster risk reduction platform that took place in Guayaquil-Ecuador on May 2014, wherein Chile statement is reported: “…To provide continuity to Policy work during *2014, with UNESCO cooperation and United Nations Development Program, it is working on the National Strategy for Disaster Risk Reduction, which is shown with actions and real principles claimed in the National Policy. In view of the foregoing, it is contemplated make a National Plan for disaster risk management with the respective sectoral plans”[[20]](#footnote-20)*

This will be a key strategy for disaster risk management country work, as this will permit the implementation of National Policy for Disaster Risk Management approved on December 16 2014.

### Expected result 2 – Reinforce Networks for Humanitarian Aid in Chile

The project defined for expected result 2 that “Communities have reinforced their disaster risk management capacities and the emergency response through the increase of humanitarian networks presence of civil society at a sub-national level”. The following table shows activities and products relative to this expected result.

| **Activity considered in the initial project** | **Activity/product performed under project execution framework** |
| --- | --- |
| Set 3 local humanitarian networks[[21]](#footnote-21). | *Chilean Network for Humanitarian Aid (RAGCh) –Valparaíso Region*  Founded: March 21, 2014;  Founder members: Red Cross-Chile; EMAH-Chile; ADRA-Chile; EMAH Chile; Nueva Acrópolis) |
| Training courses organization for local humanitarian networks | *OCHA Workshop for Coordination Mechanisms Reinforcement of the Chilean Humanitarian Network and Regional Network*  **Date:** October 23, 2014 Santiago Chile  **Duration:**1 day  **Participants:** 8 RAHCh Nac; 1 ONEMI; 1 Valparaíso Municipality; 6 Regional RAHCh  *Sphere Workshops*  **Place and date:** Biobío, June 9-11, 2014  **Duration:** 3 days  **Participants:** 28 – 2 WVI; 4 Red Cross; 3 Nueva Acropolis; 4 UDEC; 3 Caritas; 2 Guides and Scouts; Volunteer psychologists; 5 Municipality; GORE; ONEMI; SENAME  **Place and date:** Tarapacá, June 2-4, 2014;  **Duration:** 3 days  **Participants:** 23 – 3 Civil Defense; 2 Nueva Acrópolis; EMPLEA; 2 CITERR; RNE; REDCIPROCIDAD; EMAH; Red Cross; Volunteer Psychologists; 2 ACHNU; Risk prevention; 4 CNIA; 2 Government; Integra; Hogar de Cristo  **Place and date:** Valparaíso, June 5-7, 2014;  **Duration:** 3 days  **Participants:** 27 – 4 Caritas; 2 ADRA; 2 ACHNU; 2 EMAH; 2 Environment Development Integral Center …; Chilean Red Cross; 5 Nueva Acrópolis; Guides and Scouts; 2 Volunteer psychologist; Rehabilitation Institute; 2 Rescue Army; Chile Army; Municipality; Psychologists College  *DRR Workshop – Interinstitutional cooperation workshop for disaster risk reduction at a local level”*  **Place and date:** Tarapacá, August 6 and 7, 2014;  **Duration:** 2 days  **Participants:** 27– ONEMI; Tarapacá Reconstruction Representative; 2 Hogar de Cristo; 3 Nueva Acropolis; Social Development SEREMI; Red Cross; CC Norte; CITERR; Healt SEREMI; GORE; Government; 2 JUNAEB; Caritas; YMCA; 1st Air Brigade; OPD Iquique; Carabineros; 2 Civil Defense; 4 Municipality; Residents board  **Place and date:** Valparaíso, August 8 and 9, 2014  **Duration:** 2 days  **Participants:** 27 – 3 Caritas; 2 ACHNU; 4 Nueva Acrópolis; 2 Volunteer Psychologists; 3 Habitat for Mankind; Viña del Mar Patrimony Pro-Defense Committee; Valparaíso Rehabilitation Institute; Guides and Scouts; Red Cross; Don Bosco Foundation; ADRA; Fundación Superación de la Pobreza (Foundation for Overcoming Poverty); 2 ONEMI; 3 Government; 2 SEREM I MINVU)  **Place and date:** Biobío, August 11 and 12, 2014  **Duration:** 2 days  **Participants:** 30 – 3 UDEC; 2 Nueva Acrópolis, 2 ONEMI; 2 WVI; 5 Municipalities; 2 Caritas; Volunteer Psychologists; 3 Guides and Scout; 3 Red Cross; 2 GORE; EMAH; 3 Firemen; Fundación Superación de la Pobreza |

#### Finding: The project contributed with reinforcement of the existent RAHCh regional networks

Even though the project considers to support the creation of new regional networks affiliated to the RAHCh, during the project it was also defined to support the reinforcement of some already existing regional networks (Arica and Parinacota, Tarapacá, Biobío and/or Magallanes). Which ones were created by in stand-by.

The UNDP in coordination with RAHCh defined that regional networks to be considered in project implementation would be Tarapacá, Valparaíso and Biobío, among others, due to the following reasons:

* **Biobío Region:** Geographic coincidence with the activities and products set in result 3 of DIPECHO project.
* **Tarapacá Region:** Earthquake that affected the Great North of Chile on April 1, 2014 being appropriate and necessary RAHCh capacities reinforcement in this region.
* **Valparaíso Region:** Fire that affected Valparaíso on April 12, 2014, being appropriate and necessary RAHCh capacities reinforcement in this region,

Work Plan of the National RAHCh 2012-2014 considered within strategic line actions holds *fora, conferences, workshops and seminars of Sphere Project, EDAN, SUMA, INEE, HAP Standards, Command System for Incidents, Project Development Training and others*”[[22]](#footnote-22), for which it can be ensured that training sessions performed under project 73785 framework serves issues that RAHCh had considered for its work plan.

On the other hand, these training sessions permitted regional and national network members meeting each other, many of them for the first time. As a result, training reinforced technical capacities of RAHCh, members improved coordination and collaboration between RAHCh members from different regions.

Under activities framework of project 73785, RACHCh Executive Committee members, some of them for the first time, had the opportunity to meet regional network representatives from Valparaíso, O’Higgins and Concepción.

#### Finding: RAHCh has a preparedness and response approach that it wants to be kept and reinforced.

The fact that RAHCh creation has born from 27 February, 2010 (F-27) earthquake it has caused that RAHCh work is focused on technical and coordination capacities reinforcement of preparedness and response for emergencies and disasters, which is ratified in RAHCh[[23]](#footnote-23) mission: “improve prevention and response actions coordination of humanitarian actors in favor of disaster affected populations”.

According to the aforementioned, after F-27 the approach risk integral management has begun to permeate the legal and institutional framework in Chile. RAHCh has incorporated some of these approaches in its work and advocacy. Respondents recognize that its contribution and added value is confined to preparedness and response domain.

According to this finding, it can be emphasized that training activities agreed and project 73785 executed with RAHCh were focused mainly on issues relevant for disaster preparedness and response such as:

* Training workshops on Sphere Project, Humanitarian Letter and Response Minimum Standards for disasters;
* Workshop to Reinforce Coordination Mechanisms of the Chilean National Networks for Humanitarian Aid and Regional Networks;
* DRR workshops on interinstitutional cooperation for disaster risk reduction at a local level.

Therefore RAHCh has to maintain its focus in emergency preparedness and response, and not migrate to others integrated disaster risk reduction domains until its members have decided to do.

### Expected result 3 – Including risk integral Management in regional and municipal planning

The expected result 3 of this Project set that “Regional and Local Government consolidate their capacities to incorporate Disaster Risk Management in regional and local development, in emergency plans and in financial instruments, for which it was considered activities and products present in the following table.

| **Activity considered in the initial project** | **Activity/product performed under Project execution framework** |
| --- | --- |
| To organize a Diploma course | Diploma with Specialty in Local Development and Disaster Risk Reduction of Bio-Bio Region. (University of Concepción – Diploma Course Start: June 12, 2014. Closing: November 28, 2014 – 22 participants ENAP; FOSIS; 20 Municipalities) |
| Local level experience sharing and south-south cooperation in risk management between regional and local authorities. | **Lima – Peru (July 3-4, 2014)** International workshop “International Experiences on Post Disaster Goods and Public Services”  **Lima – Peru (November 5-6, 2014)**  International Workshop - “Reconstruction: A challenge towards Development Continuity Investment”  **San Salvador-El Salvador (November 11-13, 2014)** “Intergovernmental Dialogue among Intergovernmental Organizations on Recovery Process and Resilient Cities” |
| Support Biobío GORE strategy for DRR Program at regional level | During the present assessment, there was no activity and/or product evidence linked to project 73785 with GORE Biobío relative to disaster risk management. |

During last months of this project implementation, and under this expected result framework, UNDP-Chile defined in ad-hoc way a cooperation program with the Undersecretary for Regional and Administrative Development (SUBDERE) from the Interior Ministry called Training Program and Experience Sharing on Disaster Risk Management at Municipal Level”[[24]](#footnote-24), which was executed between October and November, 2014, with the participation of 43 representatives from Valparaíso Region Municipality.

#### Finding: Diploma Course with Specialty in Local Development and Disaster Risk Reduction contributed to disaster risk reduction strategy for Biobío Region

A diploma course developed according to project framework under analysis, during the period of May-November, 2014, was the third version imparted by the University of Concepción (UDEC) in collaboration with UNPD.

Taking learnt lessons of the foregoing versions as well as the GORE Biobío requirements to focus and align the diploma course with work requirement at a municipal level that is being implemented by the GORE, the UDEC redesigned the diploma course content for these requirements modifying, days, time table as well as teaching and learning methodology, so that municipality officers from municipalities identified by the GORE may participate and/or where the GORE has changed officers and/or where the GORE promotes jobs relative to disaster risk reduction.

This diploma course got 22 applicants from 17 municipalities from Biobío Region. As the number of municipal applicants was lower than that of the initial enrollment, the UDEC and UNDP agreed to accept every applicant representing to GORE-Biobío, Solidarity Fund and Social Investment (FOSIS) and the National Petroleum Company (ENAP). Moreover, other municipal officers also asked for joining. Thus, the diploma course began with 29 students, but 2 of them left, because work activities and studies were conflicting with their attendance. Throughout diploma course, 6 students didn’t attend and had online and in-class participation. The UDEC in its final report, related to this diploma course, had 10 students who showed being committed to learning process and achieved an outstanding or distinctive performance.

Similarly, under this diploma course framework, it was received a total of 18 final thesis from 12 communes, one public firm (National Petroleum Company), the Regional Government and the Solidarity and Social Investment Fund, the same to represent a good starting point for DRR concrete work.

#### Finding: The impossibility to transfer funds from GORE Biobío to UNDP-Chile didn’t permit to develop activities and products expected in this territory.

To implement Biobío DRR regional strategy support activities. It had been foreseen that GORE Biobío would transfer to UNDP-Chile an approximate sum of US$400,000 for development activities detailed below:

* Develop a training program directed to 30 municipal and provincial civil protection directors.
* Develop a training program directed to 30 representatives of Civil Society Organizations (CSO) and NGO´s about issues related to the DRR.
* Develop a training program directed to 30 male/female school safety coordinators.
* Develop a training program directed to 30 school communities.

GORE Biobío Legal Office, contrary to General Controllership of the Republic judgment, declared a legal restriction to transfer funds to the UNDP-Chile, not fulfilling commitments formally assumed with the UNDP and the European Commission.

According to the information provided by GORE and the document analysis of counterpart funds, GORE and UNDP-Chile priorized a solution for fund transference to the UNDP beyond the implementation of actions proposed, since the funds involved could have been directly executed by GORE or by other institutions. This alternative, however, was not priorized.

By writing this report, GORE Biobío declares that it will keep analyzing possible alternatives to priorize involved funds and that the new Regional Council approves them to transfer such foreseen funds to the UNDP during 2015.

#### Finding: South-south cooperation and experience sharing were restricted to international workshop participants, losing the opportunity to set collaborative relationships between regional and local authorities.

Based on received and consulted information, it is evident that south-south cooperation activities and experience sharing were limited to workshop participation were the UNDP is involved, whatever organization or convocation. Participation was considered in these workshops and, in some occasions, representatives presentation from institutions involved in DIPECHO project activities.

Activities considered in project 73785 under the principle of “South-south cooperation and experience sharing” are the ones detailed below:

1. **Lima – Peru (July 3-4, 2014)** “International Workshop “International Experience in Post-Disaster Goods and Public Services Recovery”
2. **Lima – Peru (November 5-6, 2014)** International Workshop - “Reconstruction: A challenge towards Investment for Development Continuity”
3. **San Salvador-El Salvador (November 11-13, 2014)** “Intergovernmental Organizations Dialogue on Recovery Processes and Resilient Cities”
4. Visit of SUBDERE Bio-Bio and Talcahuano experts

In respect with the previous workshop, it wasn’t possible identified people who participated in these workshops during the present analysis, which was the object of this participation.

Furthermore, based on the expressed by respondents under present analysis framework, it was expected that collaboration and/or sharing was performed taking into account cities interchange, cooperation between similar institutions and learning visits. There is consensus between respondents that UNDP-Chile restricted experience sharing and cooperation opportunities in countries where management with the respective UNDP was possible.

Conversely and considering experiences and capacities of Talcahuano municipal team based on F-27 and activities developed jointly with UNDP-Chile during the Action Plan 2012-2013, there was an attempt to make a series of interchanges and collaboration of this team and other municipalities such as Arica, Iquique and Valparaíso, in the context of north earthquake events and Valparaiso fire in 2014. Although authorities show interest in it, dates could not be defined to hold their own. Thus, UNDP-Chile didn’t perform these activities.

#### Finding: SUBDERE was ad-hoc involved in project 73785, which permitted extending UNDP-Chile to DRR in other country regions and municipalities.

Considering that this expected result “Regional and Local Governments consolidate their capacities to incorporate Disaster Risk Management in local and regional development, in emergency plans and financial instruments”, it could have been considered the collaborative work with SUBDERE from the beginning of project design and/or implementation. However, the same has been used during last months of project implementation.

SUBDERE involving in the project started on September, 2014, under the usual work framework of local development Area and UNDP-Chile MDGs, in collaboration exploratory talks with SUBDERE Municipalities Division in charge of administrating Cities Recovery[[25]](#footnote-25), whose work is linked with disaster risk management. As a result of these talks, the Program of Training and Experience Sharing on Disaster Risk Management program were immediately defined at local level”. Diverse municipal representatives from Valparaíso Region as well as Home Ministry representatives from Presidential Delegate for Reconstruction participated.

The training program developed with SUBDERE was designed independently using materials different from those developed by ONEMI Academy for Civil Protection, according to the framework of expected result 1 activities from the project under analysis. However, the two training online platform offered by SUBDERE[[26]](#footnote-26) regional and municipal training Academy was used. This way ONEMI also helps in their courses.

#### Finding: DRR program results, activities and products from GORE-Biobío and Valparaíso Municipality contributions to support their strategies in the project are unclear

In the case of GORE Biobío, it is noticed that “Diploma course with specialty in local development and disaster risk reduction” held by UDEC, permitted the GORE to recommend municipalities to be considered for this diploma course. Final theses developed by diploma course participants seem not to have any projection for municipality disaster risk management work development, as well as for Biobío Regional Government work implementation. In addition, training activities performed in Biobío region for the Humanitarian Aid Regional Network, under the framework of expected result 2 of this project, permitted that some GORE officers participated in these activities.

In respect with project contributions to Valparaíso Municipality on disaster risk management issues, there is no evidence that more initiatives, than those existent, have been developed under the framework of a project different from DIPECHO, like the post-fire Early Recovery project performed simultaneously with the assessment project. Thus, there are no many links or results associated to this project that may be identified and assessed like results of this project.

#### Finding: Training initiatives were developed without technical material base elaborated and validated by UNDP-Chile during DIEPCHO Action Plan 2011-2012, wasting the opportunity to ensure the use of recognized high quality material.

In the different expected results of project under analysis, it was taken into account training material development and/or training courses development on issues relative to disaster risk management such as the ones detailed below:

* Expected result 1

Development and validation of new training modules of the Academy

* Expected result 2

Training workshops for humanitarian aid regional Network

* Expected result 3

Diploma course with specialty in local development and disaster risk reduction in Biobío Region;

Training and Sharing Experience Program on Disaster Risk Management at Municipal level (SUBDERE)

On a documentary review basis, interviews performed according to the present analysis framework, it was impossible to prove the UNDP-Chile has promoted the development of training materials and or activities in the present project, having as a framework and reference material the collection of “Disaster Risk Management Booklets at a regional and local [[27]](#footnote-27) level” elaborated during the project that UNDP implemented in DIPECHO Action Plan 2011-2012. Only training program with SUBDERE is shown to have some relation to the existent materials.

## Efficiency

In this section it is analyzed if inputs or resources (human resources, experiences and time) owned by UNDP-Chile to implement the project under analysis were converted to results, activities and products. An initiative is efficient when it has an economical and correct use of resources to produce desired products.

In this report it is not analyzed the use efficiency of financial resources allocated and executed in project 73785 framework.

### Expected result 1 – New Model for Civil Protection Academy

#### Finding: Academy’s technical exchange with other existent similar training center didn’t materialize in Latin America and Caribbean although UNDP in other countries of Latin America has given its support for establishing and reinforcing civil protection national system training centers.

Despite the UNDP presence in many countries of Latin America and Caribbean, where there are civil protections academies or the like and some of them have received direct cooperation from UNDP offices in the respective countries, UNDP-Chile was not able to move the rest of its offices to ensure project exchange execution considered. The delayed UNPD implementation of this component, as well as autonomy and extreme delay of public agencies to define, coordinate and organize exchanges proposed by the UNDP-Chile (Mexico and The Dominican Republic) made these exchanges impossible.

In this analysis there wasn’t evidence that UNDP-Chile has modified its strategy to coordinate the exchange considered for the Academy through UNDP offices, not permitting the UNDP assume more direct management leadership with authorities and institutions in the identified countries and this exchange process was lately excluded. As a result of ECHO Representation monitoring mission to analyze this component specific status, coordination and communication problems reported by ONEMI, the strategy of exchanges was re-defined being replaced by an international consultory expert in National Model Comparative Analysis for Civil Protection Academies” carried out in the final step of the project between September and November, 2014.

According to initial activities timetable and project principles, it was expected that the experience sharing process of the Chilean Civil Protection Academy with other similar center was a support to definitely inspire and influence the Academy to define outlines, courses and a new formation model included in activities and products agreed among ONEMI, UNESCO and UNDP in the present project framework.

#### Finding: Experiences and materials elaborated by the University of Concepción to design this Course Diploma with Specialty in local development and disaster risk reduction were not considered to elaborate Academy’s training materials.

UDEC had the opportunity to perform two versions of Diploma course with specialty in local development and disaster risk reduction under the project framework that UNDP implemented during the Action Plan 2012-2013. For this reason, UNDP chose UDEC again to hold the third version of this diploma course in the project 73785.

Municipality and GOREs officers have always been the target audience of these diploma courses. They are linked with planning processes, so that the DRR is an integral part in planning development and it is not only associated with the emergency response. This target audience matches with trainee profile considered by the Academy. Thus, UDEC Diploma course content is pertinent to be considered as a reference material for Academy’s training materials and initiatives.

In spite of the foregoing, during process elaboration of new training materials of the Academy coordinated by UNESCO in collaboration with UNDP, materials, methodology experiences and learnings compiled by UDEC professionals who could have given their knowledge in the elaboration process of the Academy new materials were not considered.

### Expected result 2 – Reinforce Networks for Humanitarian Aid in Chile

#### Finding: Having implemented project activities with the existent regional networks instead of creating new networks, it made project implementation easy and reinforced communication and collaboration between regional networks associated with RAHCh.

Although the original version of project 73785 considered the creation of new regional networks affiliated to RAHCh, then, in RAHCh talks, project was decided to reinforce existent regional network work as well as the work of those networks under consolidation process. This is how project activities are considered in regional networks of Tarapacá, Biobío and Valparaíso, of which only the last was formed during project 73785 implementation period.

The fact that UNDP-Chile, serving RAHCh recommendation, has implemented activities in the existent regional networks, it made easy to hold and perform training activities, by which coordination and collaboration within every regional network and between regional networks and RAHCh was reinforced at a national level.

Most of the training activities of regional networks were performed during the last semester of 2014.

#### Finding: Training courses that received humanitarian aid regional network members were performed using validated material and available resources, so that pertinence and benefit for the work of regional networks and their member institutions was ensured.

Training courses on Sphere Project were developed based on validated materials globally available and with a facilitator team dully recognized by the Sphere Project, ensuring the goal achievement of participants and training expectative of every workshop performed in the regions jointly defined by RAHCh.

Likewise, though “Coordination Mechanisms Reinforcement Workshop of National Chilean Network for Humanitarian Aid and Regional Networks” didn’t follow a previously defined or validated structure, UNDP took the opportunity to invite the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) staff, during its presence in Chile, to hold this workshop.

### Expected result 3 – Including integral risk management in regional and municipal planning

#### Finding: The University of Concepción offered the best choice to develop diploma course for local development and disaster risk reduction.

The fact that UDEC has worked with UNDP-Chile to design and develop two previous versions of “Diploma course with specialty in local development and disaster risk reduction”, which were imparted for Biobío and Tarapacá officers, permitted that materials and teaching methodology fitted to the target audience considered in the diploma version under project 73785 framework.

In this third version of the Diploma course, UDEC performed necessary adaptations based on learnings and learnt lessons, optimizing resources and time in diploma course convocation.

## Sustainability

This section presents and analyzes the continuity and expansion level that initiative project beneficiary institutions, considered in this project under analysis, will have once the project has finished to handle and ensure development results in the future.

### Expected result 1 – New Model for Civil Protection Academy

#### Finding: The new model of Academy has not been validated risking its application and sustainability.

At the end of the present document elaboration, the Academy has not finished the brief proposal review of Academy new model dated on December, 2014. Therefore, it cannot be ensured that current ONEMI National Directorate accepts this proposal and allocates human, technical and economical resources present in this proposal elaborated according to the UNDP-Chile framework of the project under analysis.

During the analysis, there is no evidence that UNDP-Chile has executed high-level management with ONEMI National Directorate to ensure real feedback and support to the Academy new model proposal. This risk the implementation and sustainability of the model proposed and training material use with UNESCO elaboration contribution under this project framework.

At the present a series of documents are related to the Academy such as: National Training Plan for Disaster Risk Reduction[[28]](#footnote-28); new model of Academy proposal[[29]](#footnote-29); training modules on DRR, which has no coherence or direct relation to it, risking their sustainability according to the approach or work of the Academy in the future.

#### Finding: The national strategy for disaster risk management set tasks for risk management in Chile until 2018 defining and sharing its roadmap and a practical tool with the National Platform for disaster risk management.

The strategy for disaster risk management is the roadmap to implement the National Policy for Disaster Risk Management (NPDRM) that constitutes a logical step to translate principles and guidelines exposed in the NPDRM, in actions, responsible actors, measures, institutionalism and programmatic offer considered to be very important to reinforce human and institutional capacities for preparedness, response and recovery of disasters in Chile.

Considering that NPDRM was approved on December 16, 2014 and the strategy in the operative instrument of such policy, disaster risk reduction will be a priority for the government and the civil protection national system with use and sustainability ensured by tasks of National Platform for disaster risk management in the next years.

### Expected result 2 – Reinforce Networks for Humanitarian Aid in Chile

#### Finding: Currently, RAHCh has not allocated human, technical and economical resources to ensure regular update of information included in the website designed according to the project under analysis framework.

RAHCh current website development, according to the project under analysis framework, permits that RAHCh having a visibility instrument to view the network, its members, activities and results got up to now. This site development is born from RAHCh interest, need or priority. This site development is born from a UNDP-Chile proposal made to RAHCh, but not from RAHCh interest, need or priority according to Network’s representative statement.

Although website tasks commenced in the early 2014, this website became operative in the second half of the last year of analysis project implementation, due to late information provision by representatives from different member organizations affiliated to the Network. On the other hand, interviewed RAHCh members said that they didn’t have the opportunity to know and analyze how the website facilitates Network tasks and how to define feedback, use and update of this website.

As RAHCh does doesn’t Gincorporate website maintenance in its activities annual plan and assign people in charge of it and update resources, regular sustainability and update won’t be possible.

Because during initial formation this Network refused the possibility to get external resources to develop their activities, it wasn’t easy to analyze joint initiatives sustainability, having financial resources that must be managed by the Network, as there isn’t a legal figure to facilitate this process and the Network has not set a future opinion to this issue.

#### Finding: Although the project under analysis reinforced capacitities through RAHCh capacity training workshops, the ability to replicate the training received was not conveyed.

Every training session received by RAHCh members in the project under analysis were specially assessed and participants that gave their inputs in the present assessment, valued capacities and knowledge acquired in workshops, which promoted RAHCh meetings with old or new member during these training activities.

However, the conception and execution of these training sessions received by the regional networks affiliated to RAHCh were not focused on training future facilitators who replicate these courses. Because of this reason, participants of these training sessions didn’t get any material and induction necessary to organize and replicate this kind of training session. Therefore, training sessions will not be performed in other regions where RAHCh has formed.

### Expected result 3 – Including Integral Risk Management in municipal and regional planning

#### Finding: UNDP support to disaster risk management strategy of GORE Biobío will be implemented in 2015-2016 period

Considering that fund transference question relative to Biobío Regional Government to the UNDP Chile has been identified as the major administrative problem to go on with Framework Agreement between both institutions, previously agreed commitments with both institutions and with DIPECHO project framework, it will be understood that agreed activities won’t be performed through a strategy. Therefore, these matter actions won’t to be continued. However, GOBRE-Biobio and UNDP have indicated an administrative process was selected to allow transfer resources to UNDP during 2015 budgetary year.

# Conclusions and recommendations

On the basis of findings shown in the section above, some conclusions and recommendations will be introduced, so that they are considered by UNDP, implementation partners and counterparts for future collaborative work in issues relative to disaster risk management.

## 

## Conclusions

Conclusions present below has been arranged by some topics of interests for the ECHO to analyze them in its financed interventions and to facilitate their understanding.

### 

## *Related to goals achievement and expected results that affected project’s implementation*

* Based on the logical framework approved by ECHO for project 73785 development, it can be ensured that project implementations permitted to obtain and elaborate verification means and indicators defined at project start.
* In spite of the foregoing, interviews made with ECHO, UNDP and GORE Biobío representatives, there is consensus of not having achieved project specific object which was “*reinforce capacities to include the DRR*” in disaster plans development and preparedness, due to a stronger emphasis on project implementation and theoretical knowledge than on ensuring specialized local level technical support required at local level to achieve the DRR is a part of development plans and response preparedness.
* The UNDP implemented most of project activities by external consulting, which supervision was in charge of different UNDP professionals. This has been identified as one of the elements that prevented the UNDP from ensuring an integral and continuous perspective during the implementation of the different project activities and products.
* According to the interviews carried out within this assessment framework, it was evidenced an unclear identification of the official UNDP project team questioner for the different expected results and specific activities. Although respondent counterparts identify UNDP-Chile project team members, they were not able to differentiate roles and duties assigned to each one of them.
* Because of the foregoing, it is noticed a lacking project vision and implementation, for which different expected result activities were implemented individually, except for synergies obtained in training actions foreseen in the expected results 2 y 3, wherein it was promoted collaborative links and knowledge construction between humanitarian aid regional networks with regional and municipal institutions.
* During project 73785 implementation period, there were municipal and presidential elections, which although were predictable when designing this project, these electoral processes were not considered in project risk analysis[[30]](#footnote-30). During electoral processes it was not noticed preventive or relief actions designed by UNDP-Chile to ensure an opportune implementation of the activities considered in the project under analysis. The official decision of UNDP-Chile was to wait for new authorities to take over their roles and duties, delaying a great part of products and actions foreseen in project’s design.
* It is stressed the strategy followed by UNDP-Chile to support and ensure institutional involving and endorsement for implementing project activities through the signing of a key MoU and cooperation Agreements with institutions such as ONEMI, GORE Biobío, Valparaíso Municipality and RAHCh). Although some of these official agreements were previously executed, there were some others that were signed during project implementation (Valparaíso Municipality and RAHCh). These agreements will make possible to transcend cooperation of UNDP-Chile with such institutions beyond project execution period.
* Albeit team members of UNDP-Chile project performed activities following and involving missions in territories where the project was implemented (Tarapacá Region, Biobío Region and Valparaíso Municipality), UNDP was not permanently present to create a greater impact on management performed by the UNDP-Chile to fulfill local authorities commitments in project activities involving and support.
* The SUBDERE was a late participant in project implementation. However, SUBDERE represents a technical and financial platform that may contribute with municipal government and GORE progress in the DRR domain.
* Many respondents consider that south-south cooperation and experience sharing, which promoted or facilitated the UNDP-Chile in this project framework, were limited to those experiences and institutions offered by the UNDP corresponding to experiences where other UNDP offices for Latin America and Caribbean participated or gave its backup without the chance to take into account other experiences identified by counterparts.

### Related to advocacy and incidence on integral risk management at national, regional and municipal level

* The absence of concrete results or products that project 73785 have obtained with GORE Biobío and Valparaíso Municipality in project result 3 activities framework, makes evident the lack of effectiveness in actions carried out by the UNDP-Chile with both instances to permit prioritize the DRR actions, notably those activities submitted by the project.

### Related to workshops and training activities development organization.

* The strategy followed by the UNDP-Chile to hold training activities with an inter-institutional focus, makes possible to strength links and alliances between people and institutions relative to the DRR.
* It evidenced a lack of consideration and inclusion of technical materials, experiences and learnings from the UNDP-Chile on preceding DRR projects in formation activities promoted by the UNDP-Chile within project 73785 framework.
* Training workshops developed in the current project framework had notorious emphasis on preparedness and response, without ensuring a balance in project content and quantity of training workshops, in order to address disaster risk management aspects of usual UNDP specific capacity areas (recovery, PDNA, etc.)

### Related to development and use of materials, documents and publications.

* It is noted that most of the materials are available in the PNUD[[31]](#footnote-31) website for promotion and use. However, the present analysis did not examine the amount of consults and documents download elaborated by UNDP-Chile on DRR.
* According to the UNDP policies, documents published on the website must have the authorization of pertinent national institutions. For this reason, preliminary or final versions of certain documents elaborated in the present project framework are not still available in the UNDP-Chile website.
* UNDP-Chile in this project framework, gave its support to the country authorities for the elaboration of documents that were strategy contributions and address requests or requirements of the Risk Management National System (National Strategy for disaster risk, Academy Model, etc.).
* It is noted inter-agency initiative values of Chile SNU, which were executed within this project framework in junction with UNESCO, so that ONEMI has a new Academy model and the national Strategy for disaster risk management.

### Related to capitalization and use of materials developed in the preceding project

* Owing to a previous work, (2011-2012) UNDP-Chile with GORE Biobío made possible the memorandum of understanding signing between GORE-Biobío and UNDP-Chile, which was a base for project 73785 result 3 definition during the action Plan 2013-2014. This agreement promised that learnings and results reached by UNDP-Chile in Talcahuano Municipality to incorporate the DRR in municipal planning could be also reached by GORE-Biobío. This “scaling-up” strategy submitted by the UNDP-Chile in project 73785, was the one that permitted to a great extent an ECHO project approval for implementing it in the same territory during two successive action plans. In spite of the foregoing, UNDP-Chile was not able to GORE Bio transfer funds to UNDP during project 73785 implementation for executing the agreed activity previous to this project start.
* The University of Conception previous experiences on the diploma course “Diploma Course with Specialty in Local Development and Disaster Risk Reduction in cooperation with UNDP during the Action Plan 2011-2012, permitted that the third version of this diploma course incorporates learnings and learnt lessons from foregoing versions to ensure its success.
* During the analysis there was no evidence or testimonies to disclose that UNDP-Chile suggested or promoted the use of “*Risk Disaster Management Booklets*” at local and regional level developed by UNDP during 2012, so that they were used as a reference base in training activities developed in project 73785.

### Contribution of project 73785 to current commitments of UNDP-Chile technical cooperation for Disaster Risk Reduction

The table below presents cooperation areas and results linked explicitly with disaster risk management that UNDP-Chile has signed with GORE-Biobío, the Illustrious Municipality of Valparaíso and RAHCh, which will be in force up to 2015, wherein is evident that project 73785 made contributions to such commitments in different ways.

In the case of the agreement with RAHCh (2014-2015), the project 73785 made possible that UNDP-Chile to implement the total of the agreements introduced. In the case of agreements with GORE Biobío, project 73785 permitted UNDP-Chile partial achievements of results and activities considered to a great extent, due to transference of resources from GORE-Biobío to UNDP-Chile was not performed during project execution period.

Paradoxically, it was noted that although signed agreements between UNDP-Chile and Valparaíso Municipality were set to facilitate project 73785, no contribution from project to achievement is observed.

| **Cooperation Area linked with disaster risk management** | **Considered results and activities** | **Project 73785 contribution** |
| --- | --- | --- |
| **GORE Biobío Understanding Memorandum (2012-2015)**  In force from August 24, 2012 | | |
| **Cooperation Area 2: Environment and Climate Change Adaptation**  In this area initiatives are implemented, intended to assess the situation of the region according to environmental issues, especially in present and future impacts of climate change. In this sense and considering the international experience, it is expected to propose measures to mitigate effects and climate change adaptation using public instruments available for matters like planning and territorial regulation, energetic efficiency and productive development. | 1. It will have been identified effects of climate change in Biobío region and produce relevant information for decision-making in this area. | No |
| 1. It will have been designed initiatives for adaptation and mitigation of climate change in strategic areas of the Region to contribute to local economies development | No |
| 1. It will have been designed methodologies to incorporate approaches of climate change adaptation and risk management. | Partially |
| **Cooperation Area 3: Disaster Risk Reduction**  In this domain will be sought to design a strategy that can be translated into a regional policy that guides territorial regulation, identifying strategy investments necessary to minimize disaster risk and favor a local risk culture. Likewise, it will be sought to integrate risk management elements in regional planning instruments. | 1. The region will have planning instruments that guide territory regulation, identifies strategy investments necessary to minimize disaster risk and favor a local risk culture. | Partially |
| 1. It will have been incorporated in planning regional and communal instruments risk management approach for recovery preparedness. | Partially |
| **The Illustrious Municipality of Valparaíso Understanding Memorandum (2014-2015)**  In force from April 23, 2014 | | |
| **Cooperation Area 2: Disaster Risk Reduction**  In this domain will be sought to design a strategy that can be translated into a communal policy that guides territorial regulation, identifying strategy investments necessary to minimize disaster risk and favor a local risk culture. Likewise, it will be sought to integrate risk management elements in local planning instruments. | 1. Municipality and its team have a capacity assessment to implement its mission. | No |
| 1. Municipality and its team have technical advisory and studies to head disaster risk management at local level. | No |
| 1. Municipality and its team have a Capacity Development Program incorporating female/male officers from a communal team, sectoral and regional organisms related to program objet and mission. | No |
| 1. Municipality and its team have a central team reinforced with technical capacities through teaching and training of officers as well as hiring other necessary specific capacities. | No |
| **Agreement Letter with RAHCh (2014-2015)**  In force from May 12, 2014 | | |
| **Cooperation Area 1: Institutional Reinforcement for local humanitarian networks**  In this work line is foreseen the creation of sub-national networks to have a better response for needs that a country like Chile require during humanitarian aid.  Likewise, these sub-national networks closer to the territory and their inhabitants are intended to give a better response for needs of every Region. | Sub-national networks creation | Yes |
| **Cooperation Area 2: Capacity training and development for Disaster Risk Reduction**  Both parties are committed to promote DRR capacity training in specific areas that will contribute members of civil society of each region act in a more coordinated way, each other and with authorities (regional and municipal, so as to reach the population in effective and opportune way. | DRR capacity training | Yes |

## Recommendations

Recommendations set below are made based on conclusions of the present assessment and having as reference both the United Nations Assistance Development Framework in Chile 2015 – 2018” (UNDAF – 2015-2018)[[32]](#footnote-32), and the Action Plan of Country Program 2015-2018”, the latter signed by UNDP and Chile Government for 2015-2018 period. In both documents are considered specific aspects on DRR and the role that will have in UNDP-Chile concerning this topic during 2015-2018 period, which allows a scheme and continuity of technical cooperation for disaster risk reduction in Chile.

In the “Assistance Development Framework in Chile 2015 – 2018”, it is considered Cooperation Area 3: *Environment sustainability and risk management*, wherein in relation to risk management, it is proposed to collaborate with public institutionalism and interinstitutional coordination reinforcement, incorporating DRR approach in planning and territorial regulation, promoting attributions and capacities transference at different Governmental levels. The United Nations System will contribute to strengthening capacities of regions and Governments, as well as the articulation of diverse actors in humanitarian networks.

One of the Direct Combined Effects included in the UNDAF, explicitly related to DRR is “9. Institutions and civil society have the capacity to manage disaster risk integrally”, for which the following achievement indicators have been defined:

* **Indicator 1:** N° Risk management governmental plans for health, nutrition, water supply and sanity services, home, urban development and infrastructure distributed and updated with an approach on gender.
* **Indicator 2:** N° Regional development strategies including risk management.
* **Indicator 3:** N° of courses and training on RM directed to developed male/female officers.
* **Indicator 4:** N° of operative regional humanitarian networks.

On the other hand, in the Action Plan of Country Program 2015-2018” (CPD-PNUD 2015-2018) DRR actions are linked explicitly with priority 3.3 Disaster risk and program resilience. In this domain, it is expected to support Risk Reduction focus adoption coming from territory planning, institutionality and public investment.

Within the actions to attend this programmatic priority are included:

* development capacity planning at central and sub-national level,
* elaboration of proposals, instruments and work methodologies,
* knowledge creation and broadcasting of successful experiences.

In particular, the “Country Program Action Plan 2015-2018” emphasizes indicative products (including indicators, baseline and goal) for the priority linked to Disaster risk and resilience present in the table below.

|  |
| --- |
| **Goal:** Institutions with risk management competence define legal framework policies and instruments to improve the implementation of disaster and/or climate risk management at national, regional and local level  **Indicator 1.** Percentage of municipalities performing planning processes with climate and/or disaster risk management  Baseline: 1 (2013)  Goal: 25 % (86 Municipalities)  **Indicator 2.** Number of plans and strategies defining duties and containing coordination mechanisms and involving of risk management actors at national, regional and/or local level  Baseline: 3 (2 regional, 1 local, 201 3)  Goal: 10 plans and strategies  **Indicator 3.** Number of plans and strategies having a budget at national, regional and or local level for risk management  Baseline: 1 (local, 2013)  Goals: 10 plans and strategies having a formal budget for Risk Management |

Finally, the following table presents commitments in force up to 2015 that the UNDP-Chile has made with other Chilean institutions on issues related to disaster risk management

| **Cooperation Area linked with disaster risk management** | **Considered results and activities** |
| --- | --- |
| **Cooperation Area 2: Environment and Climate Change Adaptation**  In this area initiatives are implemented, intended to assess the situation of the region according to environmental issues, especially in present and future impacts of climate change. In this sense and considering the international experience, it is expected to propose measures to mitigate effects and climate change adaptation using public instruments available for matters like planning and territorial regulation, energetic efficiency and productive development. | It will have been identified effects of climate change in Biobío region and produce relevant information for decision-making in this area. |
| It will have been designed initiatives for adaptation and mitigation of climate change in strategic areas of the Region to contribute to local economies development |
| It will have been designed methodologies to incorporate approaches of climate change adaptation and risk management. |
| **Cooperation Area 3: Disaster Risk Reduction**  In this domain will be sought to design a strategy that can be translated into a regional policy that guides territorial regulation, identifying strategy investments necessary to minimize disaster risk and favor a local risk culture. Likewise, it will be sought to integrate risk management elements in regional planning instruments. | The region will have planning instruments that guide territory regulation, identifies strategy investments necessary to minimize disaster risk and favor a local risk culture. |
| It will have been incorporated in planning regional and communal instruments risk management approach for recovery preparedness. |
| **The Illustrious Municipality of Valparaíso Understanding Memorandum (2014-2015)**  In force from April 23, 2014 | |
| **Cooperation Area 2: Disaster Risk Reduction**  In this domain will be sought to design a strategy that can be translated into a communal policy that guides territorial regulation, identifying strategy investments necessary to minimize disaster risk and favor a local risk culture. Likewise, it will be sought to integrate risk management elements in local planning instruments. | Municipality and its team have a capacity assessment to implement its mission. |
| Municipality and its team have technical advisory and studies to head disaster risk management at local level. |
| Municipality and its team have a Capacity Development Program incorporating female/male officers from a communal team, sectoral and regional organisms related to program objet and mission. |
| Municipality and its team have a central team reinforced with technical capacities through teaching and training of officers as well as hiring other necessary specific capacities. |
| **Agreement Letter with RAHCh (2014-2015)**  In force from May 12, 2014 | |
| **Cooperation Area 1: Institutional Reinforcement for local humanitarian networks**  In this work line is foreseen the creation of sub-national networks to have a better response for needs that a country like Chile require during humanitarian aid.  Likewise, these sub-national networks closer to the territory and their inhabitants are intended to give a better response for needs of every Region. | Sub-national networks creation |
| **Cooperation Area 2: Capacity training and development for Disaster Risk Reduction**  Both parties are committed to promote DRR capacity training in specific areas that will contribute members of civil society of each region act in a more coordinated way, each other and with authorities (regional and municipal, so as to reach the population in effective and opportune way. | DRR capacity training |

From the instruments analysis of UNDP-Chile previously introduced, it evidenced that the UNDP will keep promoting and implementing disaster risk management actions similar to those performed during project 73785. It generally considers:

* DRR training activities and courses.
* Plans/risk management strategies elaboration.
* Network labor and inter-institutional focus promotion.
* Methodologies and reference materials design.
* Technical advisory in DRR for public institutions and civil society.

Being consistent with the types of interventions detailed below, it will be set recommendations based on these interventions and on project 73785.

### Related to courses and DRR training activities

* Keep using inter-institutional training instances (ONEMI-National Academy for Civil Protection) and territory focus (SUBDERE-Municipal and Regional Training Academy) which give knowledge and tools validated by the country as well as links and alliances strengthening between individuals and institutions relative to the DRR.
* Value the need and/or use of transferring materials and skills to reproduce training courses and activities in institutions and/or individuals, defining sustainability and reproduction strategies of training courses and activities developed under UNDP-Chile support.
* Contribute to consolidate the use of technical materials and DRR learning experiences, wherein the UNDP-Chile has participated to develop in junction with other national institutions, such as those which jointly developed with UNESCO, National Academy for Civil Protection and Diploma Courses from the University of Conception.
* As for courses content and topics, UNDP-Chile should ensure that they address risk management from an integral focus, notably emphasized on areas where the UNDP has specific and recognized competences (recovery, PDNA, etc.)

### Related to plans/risk management strategies elaboration

* Ensure more presence or permanent acting of UNDP-Chile in territories (Region or Municipality), in particular when implementing short period actions or when there are situations that require permanent attention to achieve necessary decision-making.
* Electoral processes programmed during project implementation, must be considered in the risk analysis framework of factors that may have an impact on efficiency and effectiveness of one UNDP-Chile intervention. Moreover, in this kind of case scenario, the UNDP must have in advance a contingency design of necessary actions to ensure not only activities development, but specially the achievement of planned objects.
* Promote and use methodology, reference documents and materials from different versions of “Diploma Course with Specialty in Local Development and Disaster Risk Reduction” developed by the University of Conception in collaboration with UNDP.

### Related to network labor and inter-institutional focus promotion

* It is fundamental and strategic for UNDP-Chile cooperation and disaster risk management, contribution and involving in Risk Management National Platform work. The UNDP-Chile must be an integral part in relevant national discussions and in technical cooperation groups promoted by the United Nations system.
* Although SUBDERE was a late participant in the implementation of project under analysis, this represents a technical and financial platform that may contribute in a strong way to municipal government and GORE progress within the DRR domain, for which UNDP-Chile must facilitate its commitment in disaster risk management National Platform.
* Albeit inter-institutional initiatives increase the value and impact of joint actions and products, these require greater efforts and resources allocation for goals achievement and coordination. Likewise, it is necessary more attention to agreements compliance, activities execution deadline and products elaboration.

### Related to methodologies and reference materials design

* Keep publishing and broadcasting designed materials with UNDP participation on disaster risk management and complement them with a use and impact analysis of them.
* Define the use of materials developed by UNDP-Chile during 2012 “Disaster Risk Management Booklets at a regional and local level, and define a use and broadcasting strategy.
* Promote SUBDERE as a relevant actor of DRR, for both DRR available resources (Cities Recovery Fund and Municipality risk mitigation and prevention line foreseen to 2015) and for training platforms at regional and municipal level.

### Related to DRR technical advisory for public institutions and civil society.

* Define clearly the UNDP-Chile having knowledge, rules, resources and/or institutional representativity to give technical advisory in different domains of risk management and adaptation to climate change effects.
* Strength UNDP-Chile team capacities, so that they are suitable for providing direct technical advisory on DRR and/or DRR incorporation in actions that UNDP-Chile promotes, wherein DRR is relevant (environment, decentralization, etc.).
* Favor that external consulting financed by UNDP-Chile was carried out considering human available resources in the national territory.

# Learnt lessons

Some of the main learnings and learnt lessons that are identified during the present analysis, linked both to achievements and obstacles, present in implementation framework of project 73785, are detailed below.

**Learnt lesson 1.** Have the flexibility to attend the ONEMI requirement in project 73785 framework, after project start to support the elaboration of the Strategy for Integral Risk Management National Policy Implementation.

*How this was done*: UNDP-Chile early identified that this document had for ONEMI and for the work of the National System for Civil Protection of Chile, taking into account the subsequent Integral Risk Management National Policy approval (November 2014), for which UNDP-Chile made the respective management with ECHO in order to obtain its approval and attend ONEMI request in project 73785. ECHO accepted the proposal submitted by UNDP, because of its pertinence, clear justification and opportune communication.

*Why this did work*: Because of the flexibility that projects financed by ECHO have, to fit the results and activities to the real needs and increment the impact on interventions. Contrary to what could be thought, programs financed by ECHO are more flexible than those of other donors, if there is a plenty and permanent dialogue during the elaboration steps of project proposals and implementation.

**Learnt lesson 2.** Engage SUBDERE as a relevant actor for disaster risk management in municipal government work.

*How this was done:*

Owing to UNDP-Chile routine work to support decentralization and strengthening of regional and municipal capacities, work and initiatives of SUBDERE Municipal Division concerning disaster risk management issues was known, along with an evident importance of integrating SUBDERE labor into the National System for Civil Protection.

*Why this did work:*

Knowing that SUBDERE wished to deepen in disaster risk management, so that municipalities may choose or apply to SUBDERE available funds for this issue, training workshops were held with project 73785 funds directed to Valparaíso Region municipalities.

**Learnt lesson 3.** UNDP must expand its south-south cooperation offer for risk management issues integration into experiences, materials and learnings that are different from direct work of the UNDP leading to contribute to integral risk management.

*How this was done:*

In the framework of project 73785, UNDP-Chile offered their counterparts (ONEMI, RAHCh and Municipalities) south-south cooperation based exclusively on experiences from other countries of Latin America and Caribbean (LAC) identified by UNDP-Chile and/or by UNDP offices in other countries of LAC.

*Why this did not work:*

UNDP-Chile counterparts knew experiences different from those identified initially by the UNDP on disaster risk management, for which counterparts requested the UNDP to broad the list of eligible experiences for south-south cooperation. However, the UNDP did not accept such proposals. For this reason, as an extreme case like south-south cooperation this did not materialize.

**Learnt lesson 4:** Programs and cooperation projects implemented by UNDP-Chile going beyond authorities election periods of time (national, regional and/or local) must have strategies to ensure the continuity of actions before, during or later elections, so that activities implementation and results achievement impact and/or delay in implementation is reduced.

*How this was done:*

For presidential elections in Chile during 2013, UNDP-Chile substantially decreased the implementation level of activities foreseen in the Project, namely those linked with governmental counterparts work at national level (ONEMI) and at regional level (GORE Biobío), arguing with some counterparts that project activities should be restarted once new authorities will be in post.

*Why this did not work:*

Reasons or guidelines of UNDP to reduce activities intensity considered in the project before presidential elections, as well as the arguments used by the UNDP with counterparts explaining this situation are unknown.

# Annexes

## Annex 1 – Tools for interviews

**BASIC QUESTIONS TO BE CONSIDERED IN INTERVIEWS OF DIPECHO-UNDP PROJECT 2013-2014 ASSESSMENT**

|  |
| --- |
| **General questions:**   * How have project contributed with work of institution which belongs to? * What aspects must be examined in the future by institutions or similar projects? * What are future needs of your institution in issues linked with disaster risk management? * Do you value information sharing spaces /etc that have been created for the project? Which ones? Which of them will be maintained? |

**SPECIFIC QUESTIONS ACCORDING TO EXPECTED RESULTS**

**ER 1. Capacities of Civil Protection National System for Disaster Risk Management have been improved by the implementation of a new academic and programmatic model for the ONEMI National Civil Protection Academy.**

* What reason/why was necessary to renew/complement the model and program of the Civil Protection Academy?
* Who benefits/will benefit from the new training program of the National Civil Protection Academy?
* Of the training sessions performed under project framework, how many of them had a higher impact? Why?
* What will be the main differences (approach, content, etc) between services usually offered by the Academy and those develop under project framework?
* What were activities and results (expected or not) of this Project with the highest contribution to Academy work?
* How National Strategy of Risk Reduction contributes with the work of National Risk Management Platform?
* Did activities and results have the expected pertinence and quality?
* Have transversal issues (gender, disability, minorities, etc) been effectively incorporated in the activities? How the aforementioned is proven?
* Were activities and results performed and/or obtained in the initially scheduled project deadline? If not, were the necessary changes made to comply with the established by the project?

**ER2. Communities have reinforced their capacities for disaster risk management and emergency response through an increase presence of humanitarian networks of civil society at sub-national level**

* Why was necessary to have humanitarian network at local/regional level?
* Who benefits and what are humanitarian networks at local level contributions?
* Of the training sessions performed under project framework, how many of them had a higher impact? Why?
* What were activities and results (expected or not) of this project with the highest contribution to National humanitarian network work?
* What were activities and results (expected or not) of this project with the highest contribution to sub-national humanitarian networks work?
* Did activities and results have the expected quality?
* Have transversal issues (gender, disability, minorities, etc) been effectively incorporated in the activities? How the aforementioned is proven?
* Were activities and results performed and/or obtained in the initially scheduled project deadline? If not, were the necessary changes made to comply with the established by the project?

**ER 3. Local and Regional Governments consolidate their capacity to incorporate Risk disaster management in regional and local development, in emergency plans and financing instruments**

* Who benefits and what are project activity and result contributions?
* Of the training sessions performed under project framework, how many of them had a higher impact? Why?
* What were activities and results (expected or not) of this project with the highest contribution to regional/local work?
* Did activities and results have the expected pertinence and quality?
* Have transversal issues (gender, disability, minorities, etc) been effectively incorporated in the activities? How the aforementioned is proven?
* Were activities and results performed and/or obtained in the initially scheduled project deadline? If not, were the necessary changes made to comply with the established by the project?

## Annex 2 - List of people interviewed and/or contacted by email during the assessment

Below there is a list of interviewed people who made their comments and contributions by emails, phone interviews and face-to-face meetings

|  |  |
| --- | --- |
| **Name** | **Institution** |
| Ana María de la Torre | ECHO-Ecuador |
| Astrid Hollander | UNESCO |
| Catherine Mella | RAHCh Nacional |
| Consuelo Cornejo | ONEMI – Academy for Civil Protection |
| Fabiola Barrenechea | ONEMI – DRM Platform |
| Gabriela Hermosilla | Nueva Acrópolis |
| Jorge Urrea | GORE Biobío |
| Jeanne Simon | UDEC |
| Juan Salazar | RAHCh Nacional |
| Oscar Cifuentes | UDEC |
| Pablo Marambio | UNDP-Chile |
| Rodrigo Cárcamo | Caritas |
| Rossana Espinoza | SUBDERE |
| Silvia Desoi | UNDP-Chile |

## Annex 3 –Logical Framework of Project 73785

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| --- | --- | --- | --- | --- |
| **Title of the action**  Capacity Development for Disaster Risk Management at national, regional and local level in Chile | | | | |
| **Principle Objective**  To reduce the vulnerabilities towards disaster risks through capacity development for disaster risk management at national, regional and local level in Chile | | | | |
| **Intervention logic** | | **Objectively verifiable indicators and sources of verification** | | |
| **SPECIFIC OBJECTIVE** | **Specific Objective**  To enhance capacities to integrate  Disaster Risk Management in the local  development plans and preparedness  processes | | **Indicator 1:** 1 new programmatic model on Capacity Development for DRM implemented by the Civil Protection Academy | **Sources of verification 1**   * Civil Protection Academy implementation reports * capacity development needs assessment report * Other IO reports * Mission reports and work plans |
| **Indicator 2:** Number of Humanitarian Networks set up and capacitated at local level | **Sources of verification 2**   * Terms of references and work plans of the local networks; * List of member organizations; * Meeting/minutes reports * Cooperation agreements; * Number of municipalities involved in joint activit |
| **Indicator 3:** Number of Regional and Local Governments capacitated | **Sources of verification 3**  - Regional and Local development plans  - Academic programmes and reports  - Mission reports and work plans |
| **RESULT** | **Result 1**  The capacity of the National Civil Protection System for DRM has been improved through the implementation of a new academic and programmatic model for the Civil Protection Academy. | | **Indicator 1-1**  Capacity development needs assessment for DRM at national, regional and local level implemented | **Sources of verification 1-1**  - Capacity Needs Assessment Report  - Thematic needs assessment reports at national, regional and local level  - Follow-up mission reports  - Meeting minutes |
| **Indicator 1-2**  South-South Cooperation exchanges on DRM | **Sources of verification 1-2**  meeting reports including work plans and institutional agreements that determine the follow-up to the missions. |
| **Result 2**  The communities have strengthened their capacity for disaster risk reduction and emergency response through the increased presence of civil society humanitarian organizations at sub-national level | | **Indicator 2-1**  3 humanitarian networks set up at local level | **Sources of verification 2-1**  - terms of reference and work plans of the local networks;  - list of member organizations;  - meeting minutes;  - cooperation agreements;  - number of municipalities involved in joint activities |
| **Indicator 2-2**  1 training process on DRR and Humanitarian subjects carried out for each new Local Humanitarian Network | **Sources of verification 2-2**  - workshop reports & participants´lists;  - participants evaluations;  - number of CSO and NGOs involved in local drill activities and/or educational drills |
| **Result 3**  Regional and Local Governments consolidated their capacities to incorporate a DRM approach into regional/local development and emergency plans and budgeting instruments | | **Indicator 3-1**  academic courses on Local Development and DRM implemented | **Sources of verification 3-1**  - academic programmes and curricula  - attendance list  - final projects documents  - university reports |
| **Indicator 3-2**  2 Exchange of Experiences within the UNDP´s South-South Cooperation strategy on DRM in the LAC Region, and in the country with regional and local authorities | **Sources of verification 3-2**  - Participants mission reports;  - UNDP minutes of each Country Office involved;  - Meeting reports including work plans and institutional agreements that determine the follow-up to the missions; |
| **ACTIVITIES** | **Activity 1-1:** Design and conduct the instrument on Capacity Development Needs Assessment | | | |
| **Activity 1-2:** South-South Cooperation exchanges of experience in DRM with Civil Protection Academies in the LAC Region | | | |
| **Activity 1-3:** Participation in two regional DIPECHO coordination meetings | | | |
| **Activity 2-1**: Establishment of 3 local humanitarian networks | | | |
| **Activity 2-2:** Organization of training courses for local humanitarian networks | | | |
| **Activity 3-1:** Organization of diploma course | | | |
| **Activity 3-2:** Exchange of experiences within UNDP´s South-South Cooperation strategy in the LAC region and in the country with regional and national authorities. | | | |
| **Activity 3-3**: Support the strategy of the Regional Government of the Bio-bio region on DRM programme at regional level | | | |

1. According to the information available in the institution website <http://www.onemi.cl/organigrama-0.html> [↑](#footnote-ref-1)
2. UNDP (2012) “Disaster Risk Management Booklets at local and regional level – General Concept on Disaster Risk Management and Country Context” [↑](#footnote-ref-2)
3. [http://www.onemi.cl/wp-content/themes/onemi-bootstrap-master/library/doc/quienes somos plataforma.pdf](http://www.onemi.cl/wp-content/themes/onemi-bootstrap-master/library/doc/quienes%20somos%20%20%20plataforma.pdf) [↑](#footnote-ref-3)
4. ONEMI (2014) “National Policy for Disaster Risk Management”, available in <http://www.onemi.cl/> [↑](#footnote-ref-4)
5. <http://www.rahch.cl/> [↑](#footnote-ref-5)
6. http://www.onemi.cl/history/ [↑](#footnote-ref-6)
7. These centers are: Chilean Institute for Municipal Studies of the Autonomous University in Maule Region (ICHEM-UA) and the Center for Urban and Regional Studies in Biobío University (CEUR-UBB). [↑](#footnote-ref-7)
8. More information on DIPECHO Action Plan is available in

   [http://www.eird.org/wikiesp/index.php/DIPECHO\_Am%C3%A9rica\_del\_Sur\_2013-2014#Lo\_Destacado](http://www.eird.org/wikiesp/index.php/DIPECHO_Am%C3%A9rica_del_Sur_2013-2014" \l "Lo_Destacado) [↑](#footnote-ref-8)
9. UNDP (2009) “Planning, Follow up and Evaluation Manual relative to Development Results” [↑](#footnote-ref-9)
10. UNDP Project 78466 "Planning for Disaster Risk Reduction at a territorial level with Regional and Local Governments, peasant and fishing communities and civil society organizations coming from Maule and Biobío Regions 2011-2012". [↑](#footnote-ref-10)
11. The detail of Academy for Civil Protection needs it is specified in a letter dated on January 7, 2013, submitted by the ONEMI and ECHO directors as a way of backup of projects submitted by UNDP -Chile and UNESCO-ORELAC relative to DIPECHO Action Plan 2013-2014. [↑](#footnote-ref-11)
12. RAHCh (2012) “Work Plan 2012-2014 – Chilean Network for Humanitarian Aid” [↑](#footnote-ref-12)
13. Complete information on activities and verifiable indicators are available in Annex 3 [↑](#footnote-ref-13)
14. Elaborated by consultants Caroll Dardón and Carolina Acevedo on March 2014 [↑](#footnote-ref-14)
15. Elaborated by consultant Marco Antonio Giraldo on September/November 2014 [↑](#footnote-ref-15)
16. Developed by consultant Marco Antonio Giraldo on November/December 2014 [↑](#footnote-ref-16)
17. ONEMI (2014) “National Plan for Integral Risk Management Training” [↑](#footnote-ref-17)
18. UNDP (2014) “Training Needs for Disaster Risk Reduction in Chile” available in <http://www.cl.undp.org/content/chile/es/home/library/crisis_prevention_and_recovery/publication_10/> [↑](#footnote-ref-18)
19. UNDP (2014) “Training Need Assessment for Disaster Risk Reduction in Chile” available in <http://www.cl.undp.org/content/chile/es/home/library/crisis_prevention_and_recovery/publication_10/> [↑](#footnote-ref-19)
20. ONEMI (2014) “Chile Statement – IV DRR Regional Platform – May 27-29 2014 Guayaquil” available in <http://www.eird.org/pr14/sesiones/Paises/Chile.pdf> [↑](#footnote-ref-20)
21. The project also include in their activities the follow subnational networks established before:

    *Chilean Network for Humanitarian Aid (RAGCh) –Tarapacá Region*

    Founded: December 4, 2012;

    Founder members: Red Cross-Chile; EMAH-Chile; ONG SAR Chile; Rescue Army; YMCA; Guides and Scouts Chile; lifeboat Iquique; Caritas Iquique)

    *Chilean Network for Humanitarian Aid (RAGCh) –Biobío Region*

    Founded: January, 2013;

    Founder members: Red Cross-Chile; EMAH-Chile; ONG K-SAR Chile; Volunteers psychologist of Chile; World Vision; Guides and Scouts of Chile; ACHNU; Caritas; ADRA; Socorro Andino; Nueva Acrópolis Concepción) [↑](#footnote-ref-21)
22. RAHCh (2012) “RAHCh Work Plan 2012-2014” [↑](#footnote-ref-22)
23. More information available in <http://www.rahch.cl/> [↑](#footnote-ref-23)
24. This program was developed between October – November 2014, with the participation of 43 representatives from Valparaíso Region Municipality, SUBDERE; SEREMI MINVU representatives and representatives of Presidential Delegate for Valparaíso Reconstruction. [↑](#footnote-ref-24)
25. More information available in <http://www.subdere.gov.cl/programas/divisi%C3%B3n-municipalidades/fondo-de-recuperaci%C3%B3n-de-ciudades> [↑](#footnote-ref-25)
26. More information in <http://www.academia.subdere.gov.cl/?page_id=2748> [↑](#footnote-ref-26)
27. Available in <http://www.cl.undp.org/content/chile/es/home/library/crisis_prevention_and_recovery/?page=1> [↑](#footnote-ref-27)
28. ONEMI (2014) “National Plan for Disaster Risk Reduction Training” [↑](#footnote-ref-28)
29. UNDP, ONEMI (2014) “ONEMI – Chile civil protection academy model proposal” [↑](#footnote-ref-29)
30. UNDP (2013) “ Project Document: Capacities Development for Disaster Risk Reduction in Chile at national, regional and local level” [↑](#footnote-ref-30)
31. Documents available in <http://www.cl.undp.org/content/chile/es/home/library/crisis_prevention_and_recovery/?page=1> [↑](#footnote-ref-31)
32. Signed in September 2014 between Chile Government and the United Nations National System in Chile by the Commitment Declaration for complying with the "Nations Assistance Framework for United Nations National System in Chile 2015 – 2018” signed on September 4, 2014 [↑](#footnote-ref-32)