



# Chile Earthquake 2010

## Three-year Final Report on the Operation

# The Fundamental Principles

## International Federation of Red Cross and Red Crescent Societies

**Humanity** / The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace among all peoples.

**Impartiality** / It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

**Neutrality** / In order to continue to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

**Independence** / The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

**Voluntary service** / It is a voluntary relief movement not prompted in any manner by desire for gain.

**Unity** / There can be only one Red Cross or Red Crescent society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

**Universality** / The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

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Photos: archives ICRC, IFRC and ChRC.

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## Three-year Final Report on the Operation



CRUZ ROJA CHILENA



Federación Internacional de Sociedades  
de la Cruz Roja y de la Media Luna Roja



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## Welcome note and acknowledgements

Three years ago, Chile was hit by a devastating disaster that caused unfortunate loss of lives and significant material losses, as much in the private as the public sector. The 27 February 2010 earthquake and subsequent tsunami has been recorded in the country's history and it also has left its mark on the Chilean population's collective awareness.


Chile was not prepared to face a natural mega event of these characteristics, but its population, its authorities, and its organizations did the best that they could to respond to every challenge.

The Chilean Red Cross, as it had done on many occasions in its 109 years history, mobilized its resources and acted immediately to alleviate the suffering of the most vulnerable people. Simultaneously, the International Movement of the Red Cross, in accordance with its mandate, mobilized its solidarity to provide support to the Chilean Red Cross (ChRC). A few hours after the disaster had occurred, specialists from various parts of the world, field hospitals, water equipment, financial resources, etc. arrived in the country and contributed to the initial response.

Thus, from the first hours of the emergency, a response and recovery operation took shape around two substantial objectives. The first and foremost was to respond to the immediate and short-term needs of the people and the communities most affected by the disaster. The second was to utilize this scenario to accomplish the strengthening of the capacities and development of the Chilean Red Cross in a manner in which its function and role in the country could be more sustainable and therefore more pertinent for society.

Presently, upon finalizing this project, which was planned for a three-year period, we can affirm with great satisfaction that both challenges were met. The Chilean Red Cross reached the most affected people, helped to alleviate their suffering, supported in



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their material and emotional recovery, strengthened their resilience and most importantly reached out to communities to continue working with them. Additionally, the organization is immersed in an irreversible process to strengthen its capacities, engage in its professionalization and modernization, to position it in a different manner within the context of the country.

This report fulfils the binding commitment to be publicly accountable for actions implemented over these three years. This is the third and final report in this format. This report presents the results and lessons learned. It also indicates the existing challenges and the commitments ensuing from this period of action.

This report that details the achievements of implemented actions also aims to acknowledge everyone who made these possible. First and foremost, our acknowledgements go to the people and communities that trusted our support and agreed to work together with us. Second, we thank the volunteers that made their best to reach the established outcomes, as well as the organizations and authorities who joined this effort, thus facilitating many of the processes undertaken. And finally, we express our appreciation for the international solidarity that provided us with human and financial resources, both of which were enormously significant in reaching the proposed outcomes.

With out these, the achievements would not have been the same. We extend our most sincere gratitude to everyone.

**Lorenza Donoso**  
National President of the  
Chilean Red Cross

**Xavier Castellanos**  
Director for  
Americas Zone





## A note on reading this report

This is the last report that presents the achievements, learning, and perspectives of the Operation Chile Earthquake 2010, a joint effort of the Chilean Red Cross and 30 National Societies of the Red Cross that immediately acted following the disaster that occurred in the country on 27 February 2010. As this is the final report of the operation, it does not seek to employ technical terms usually used in this type of reports. However, it is inevitable that the reader will encounter terms that are frequently used by the institution. Given this, a list of these is included below.

This report brings together the results of the work of the three years in which the Chile Earthquake Operation was active. It details its major developments, as well as a series of activities that demonstrate the great transformation that has modernized the Chilean Red Cross, not only from the formal perspective but also in a profound manner related to the fundamental aspects of its organizational culture. Chapter by chapter the reader can learn about the actions regarding the recovery effort following the emergency and those implemented in the mid- to long-term, whose results will cause more lasting impact in the communities needing assistance. This is the case of the ReD card and its subsequent version—with an improved lustre—in the Livelihoods area with the Agricultural ReD card.

In each chapter and area mentioned, the reader will be able to distinguish the main activities conducted, in addition to learning through this gratifying narrative about the modernization of a series of processes, which can allow it to be stated that the Chilean Red Cross has taken an important step in order to improve its contribution to Chilean society, becoming a model organization on issues of disaster prevention and timely management.

The following list is provided in order to facilitate the reading of this report by people who might not be familiar with the abbreviations and national and international acronyms (in some cases the acronym in Spanish is retained):

**LARRA:** Latin American Risk Reduction Activity

**VCA:** Vulnerability and Capacity Assessment

**PSP:** Psychosocial support activities

**BAGeR:** Risk Management Administration

**ICRC:** International Committee of the Red Cross

**COE:** Emergency Operations Centre (regional and national)

**CREEC:** Regional Reference Centre for Community Disaster Education

**CREPD:** Reference Centre for Institutional Disaster Preparedness

**DIPECHO:** Disaster Preparedness ECHO

**DREF:** Disaster Relief Emergency Fund

**ECHO:** Humanitarian Aid department of the European Commission

**NIT:** National Intervention Team

**ERU:** Emergency Response Unit

**SPHERE:** A project that establishes the minimum global standards for the provision of humanitarian aid following a disaster with respect for human dignity, the socio-cultural context and the environment

**IFRC:** International Federation of Red Cross and Red Crescent Societies

**IOM:** International Organization for Migration

**MINVU:** Ministry of Housing and Urban Planning

**MINSAL:** Ministry of Health

**ONEMI:** Ministry of the Interior's National Office for Emergencies

**NGO:** Non Governmental Organization

**PAHO:** Pan American Health Organization

**PADRU:** Pan American Disaster Response Unit

**PHAST:** Participatory Hygiene and Sanitation Transformation

**UNDP:** United Nations Development Programme

**SERNAM:** The National Women's Service

**PNS:** Participating National Societies

**CBHFA:** Community-based Health and First Aid

**USAID:** US Agency for International Development





## Three years after the disaster

Three years after the 27 February 2010 earthquake and tsunami, it is unavoidable to recall the magnitude of this phenomenon and its subsequent consequences for Chile. Today more than a thousand days after the tragedy occurred and the reconstruction of the most affected areas— the regions of Maule and Bío-Bío—the aftermath is still visible. As of 31 December 2012, the Ministry of Housing reported that out of the more than 222,000 subsidies awarded to the population, just over 134,000 homes had been completed, or in other words, nearly 60%. And considering the areas that suffered the worst consequences of the earthquake, 57.6% of that committed had been rebuilt by that same date.<sup>1</sup>

### Subsidies by allotments - work started and completed versus rebuilt

Region	Allotments	Started	Completed	Rebuilt
Maule	50,785	48,395	30,643	60.34%
Bío Bío	92,195	79,375	51,660	56.06%

Fuente: Minvu.

<sup>1</sup> MINVU, 7 February 2013 on [http://www.minvu.cl/opensite\\_20111122104351.aspx](http://www.minvu.cl/opensite_20111122104351.aspx)

As these official figures indicate, reconstruction has taken longer than expected, especially in those areas in which small communities existed and communication was more difficult. It is precisely in these locations where temporary settlements currently remain and where people have more problems to recover the aspects of their normal lives.

The earthquake that measured 8.8 on the Richter scale was followed by a strong tsunami, which was one of the most extensive ever to hit the country. It spanned from Copiapó (Atacama region) to Puerto Montt (Los Lagos region), in other words, eight of the fifteen regions that make up the country. This is approximately half the country's size with 2,000 km of affected landmass. To gauge the magnitude of this disaster, it is enough to compare it with that which occurred in Haiti one month prior (January 2010). Experts state the earthquake in Chile released 180 times more energy than that felt in the earthquake in Haiti.

The figures following the tragedy indicate that there were 526 deaths, of which approximately 180 people died as a result of the tsunami. In fact, the justice system currently is conducting an investigation into the technical and political responsibilities. If anything is clear, it is that the country was not prepared for an emergency of this magnitude.

According to the initial registry of damage, 82% of the electricity supply and just over 95% of the water supply were affected. Road infrastructure suffered the worst impacts. Due to the complexity of the Chilean geography and its relation to connectivity, fallen bridges which connected one region to another prevented timely relief and left several areas in absolute isolation. As previously mentioned, the Chilean government's preliminary estimates registered approximately 220,000 homes that were severely damaged (the basis for the final number of subsidies granted); it is calculated that 2 million people were affected, taking into account the Concepción metropolitan area (Bío Bío region), the five cities with more than 100,000 inhabitants and the 45 villages with over 5,000 inhabitants. Additionally, the registry identified that 4,000 schools (out of 11,000 that exist in the entire country) were declared unfit for use, and 79 hospitals could not be utilized.



The government estimates that reconstruction will cost 18% of the gross domestic product (GDP), in other words, approximately US\$ 30,000 million dollars. In this manner and according to the schedule for reconstruction, led by the Ministry of Housing and Urban Planning, but associated mainly with public works, health and education, actions are planned through February 2018.<sup>2</sup>

Given the size and complexity of the terrain that the disaster spanned, the government focused on the larger towns and populations, which provoked a certain degree of postponement for most remote and small communities. These were precisely the areas where the work of the International Federation of Red Cross and Red Crescent Societies and the Chilean Red Cross acquired more strength.

As a first step, the emergency operation in Chile mobilized 1,750 volunteers and another 1,300 collaborators who arrived to offer their altruistic assistance. The distribution of some 770 tons of food and non-food items to the affected areas began immediately.

However, having overcome this initial phase of the earthquake, the IFRC as well as several of the 30 Participating National Societies decided to work on more long-term actions. This work has been extremely successful and has contributed effectively to the reestablishment of normal activities for Chilean families, especially those who had been more isolated from the core of assistance provided.

Three years after the launch of the operation, the following provides a brief illustration of the activities undertaken during this period. The detail and scope of these activities will be explained in this report:

<sup>2</sup> MINVU, 7 February 2013 on [http://www.minvu.cl/opensite\\_20111122105648.aspx](http://www.minvu.cl/opensite_20111122105648.aspx)





### RELIEF

**414,900** kilos of humanitarian aid mobilized  
**3,000** families received food aid



### WATER AND SANITATION

**1** emergency response unit (ERU) in Water and Sanitation deployed for approximately **5,000** beneficiaries  
**20,000** litres of safe and clean water distributed to communities  
**396** people received 17 collective sanitation modules



### HEALTH

**3** emergency response units (ERU) in Basic Health Care deployed:

- 1) Hualañé: Spanish Red Cross donation to the ChRC
- 2) Parral: Japanese Red Cross Society donation to the Ministry of Health
- 3) Pitrufquén: Finnish Red Cross and Norwegian Red Cross to the Ministry of Health

**3,910** people received psychosocial support (PSP)  
**722** people from 32 communities trained in community-based health and first aid (CBHFA)



### RISK REDUCTION

**1,200** volunteers trained in risk reduction 6 regions

Support given to the American Red Cross for the implementation of the LARRA project in the South

Support given to the DIPECHO (Spanish Red Cross) project in the North



### LIVELIHOODS

**1,871** families received personal agricultural protection kits  
**1,871** families received seed kits  
**2,645** families received trainings  
**1,879** families received Agricultural ReD card  
**227** families received community support (9 projects)



### SHELTER

**750** families received construction kits  
**744** families received emergency shelters  
**572** students returned to classes after the installation of 8 water tanks  
**9,363** families received ReD cards to renovate their homes



### INSTITUTIONAL

#### Institutional Strengthening of the ChRC:

- 1) Creation of the departments of Logistics, Information Technology/ Telecom (ITT), Finances, Development and Human Resources
- 2) Remodelling of 25 branches (including several that were rebuilt)
- 3) Development of the Strategic Plan 2013-2018



  
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## The work of Participating National Societies and the Appeal

The support of 30 National Societies that participated in these three years of Chile Earthquake Operation 2010 has been paramount. Without them, it would have been difficult to implement the diverse transformations—that are described in detail in this report—and it also would have been complicated for the ChRC to undertake its modernization process.

In the two regions most affected by the earthquake, Maule and Bío Bío, Chilean families observed the abundant aid that was granted soon after the disaster occurred. Through the IFRC Appeal, resources and goods were available to alleviate some of the most urgent needs and later, thanks to meticulous organization and distribution, actions were taken whose effects will remain even after the end of this operation.

On the very same day of the disaster, 27 February 2010, 300,000 Swiss Francs (CHF) from the Disaster Relief Emergency Fund (DREF) were disbursed. These funds directly benefitted some 3,000 families.

Only three days later additional funds were requested through a preliminary Emergency Appeal for 7 million Swiss Francs (at the time, approximately 7.3 million US Dollars), that aimed to support another 15,000 families that required immediate aid in the six months following the disaster. However, evaluating the tragedy in a more technical manner, it was concluded that more funds would be required. On 10 March 2010 a definitive Emergency Appeal for slightly more than 13 million Swiss Francs was launched.

This effort considered the installation of Emergency Response Units (ERUs), support with food and non-food items, temporary shelters for 10,000 families (approximately 50,000 people), preventative care for 90,000 people, and the installation of water and sanitation equipment for 10,000 households.

As the actions began quickly, 46 per cent of the budget was implemented one month after the operation's start. The Regional Representative for Chile and Paraguay from the International Federation of the Red Cross and Red Crescent Societies, Gustavo Ramirez, maintains that the initial phase required great effort: "The earthquake surprised everyone. The country was not prepared to respond to an emergency of this nature. The Chilean Red Cross also was unprepared. And I say this because it took up the challenge fairly well, having to work beyond its installed capacities."

However, this lack of preparation for the disaster was made up for by the enormous commitment and responsibility that the ChRC took on from the start, supported by 30 sister National Societies. Three years after the earthquake, this effort has generated results beyond those initially projected. As the following pages detail, the ChRC has conducted an enormous process of change, modernizing at all levels, and taking the organization's new directions and work to the most remote locations in Chile.

This change was largely possible for two reasons: the injection of fresh funds to carry out the tasks, along with enormous technical support, and significant cultural change, which transformed the manner of viewing the institution and its role in Chilean society. In fact, as this report describes in detail, the ChRC shifted from health actions—centred most of all on first aid—to establish projects in other areas, such as water and sanitation and livelihoods, which implied approaching communities and having increased contact with these populations.

Two years following the earthquake when Gustavo Ramirez was asked about the effort undertaken, he conducted an evaluation that confirmed the former in the following terms: “We said that we just started the operation and this was an opportunity for the ChRC. A consistent focus has existed and we were all able to design a strategy to take this vision to the place that we wanted. This was a time for the volunteers and leadership; the ChRC volunteers and leadership had to be the actors in this process of change.”

Accordingly, it should be mentioned that by the third year of operation, the Appeal only comprises one third (30 per cent) of the activities undertaken by the ChRC, taking into account those independently funded and via bilateral projects. This clear indication of the degree of autonomy acquired by the National Society of Chile is also significant since once the supports



phase concluded—in two years—it was complete and even slightly augmented the primary goal of distributing humanitarian aid to 10,000 families.

As previously stated, this change was taking place concurrently with a series of actions taken by other National Societies, which together with the ChRC implemented projects to minimize the population's most urgent problems. Thus, by late August 2010 it was necessary to publish a revised Appeal, with changed objectives that allowed performing tasks on time with a budget of 14 million Swiss francs. In December of that same year, this budget was again adjusted to 14.5 million Swiss francs.

While the details about the budget execution is not intended for this section (as these are provided in the last section of this report), it is however appropriate to briefly review its milestones as it is a part of the support provided from Partner National Societies.

On March 2011, there was a second revised Appeal that included a budget extension for 36 months—the period which this report covers—and that reached slightly more than 16 million Swiss Francs.

The following section provides a description of the tasks undertaken by the different Participating National Societies in partnership with the Chilean Red Cross:

**Spanish Red Cross:** This National Society began work in Chile as of 9 March 2010, one week following the earthquake and the subsequent tsunami. Its first activity consisted of providing psychosocial support through emergency response units (ERUs) to the population in Hualañé (Maule region), as well as training 48 volunteers on the topic. In 2011, it worked in eight communities in the Northern regions of Arica and Parinacota, Tarapacá and Antofagasta through a DIPECHO project. With the same number of communities, it held a Vulnerability and Capacity Assessment (VCA) workshop, conducted a survey on Knowledge, Aptitude and Practice (KAP) and community training in hazards and risks for cases of earthquakes and tsunamis. It also organized three National Intervention Team (NIT) trainings, which included the general training and psychosocial support. Additionally, in October 2012, it provided training to 1,000 families for preparedness to plan in emergencies and it held





three Sphere courses (that establish minimum parameters for the granting of humanitarian aid after a disaster), jointly with the United Nations Development Programme (UNDP) in which 90 people from several communities, in addition to the ChRC volunteers, participated.

**Japanese Red Cross Society:** As soon as this National Society arrived in the country, it headed to Parral (Maule region) with its basic health team that replaced the city's destroyed hospital. Furthermore, once the emergency was over, the Japanese Red Cross Society decided to earmark US\$ 2.3 million dollars for the purchase of water vessels in small fishing communities. This bilateral project provided 70 boats and 137 boat motors, helping 147 leaders in fishing areas. An audit and analysis of the support for activities was conducted in 2012, from which a new project stemmed that began in February and concluded in December 2012, which had the focus of helping communities to market their products through the financial support for different projects. As of October 2012, 61 of these projects were underway.

**American Red Cross:** By May 2011, a permanent team was established in the ChRC headquarters to implement the LARRA programme, which conducts community risk reduction, risk prevention and community strengthening activities so they can better face future disasters. The first activity was a Capacity and Vulnerability Assistance workshop in Dichato

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(Bío Bío region) with participation by 8 children, 23 youth and 3 adults. Lastly, during 2011 work was undertaken with 7 communities on this topic and with an equal number of communities to create baselines and with five communities on first aid. Beyond this, equipment was delivered to the branches in Talcahuano, Chillán and Tomé (Bío Bío region). LARRA has a three-year plan and it aims to reinforce the response capacities of the National Society and vulnerable populations in the identified regions, increasing the awareness of disaster response and reparation and impact reduction. Its three areas of action are: community-based disaster risk reduction; hygiene and community health; and building the disaster response and preparation capacities for the National Society and its volunteers. Taking into account the work undertaken through 2012, in summary by the end of this period, the project trained 320 people in first aid, 1,349 families in planning for emergencies, 42 students from three schools participated in Emergency School Plans, and 1,119 people have been publicly recognized for their interventions in this area.

Colombian Red Cross Society: Among the bilateral projects implemented the Colombian Red Cross work in the area of risk reduction and climate change stands out. On 18 and 28 May 2011, the climate change coordinator facilitated talks on the issue with volunteers from the branches in Lota and Curanilahue (Bío Bío region). Beyond this and during the period of project implementation, entrepreneurship courses were held and the fire-fighters in Tubul (Bío Bío region) received specialized training.

German Red Cross and Swiss Red Cross: Between March and May 2010, these two National Societies delivered 600 sanitary modules in the Maule and Bío Bío regions. This activity was implemented in several provisional settlements that had received temporary shelters. The IFRC financed and completed the installation of the pending modules that had come from the Swiss Red Cross.

An external entity was asked to assess what occurred during the first 18 months of Operation Chile Earthquake 2010 to verify the level of compliance. The University of Concepción conducted this review between January and March 2012, which analyzed the meeting of the objectives established in the Final Appeal, the identification of improvements for a second phase, the evaluation of the operation's coordination and management, and a characterization of progress within the ChRC. Towards this aim, consultations were held with 154 people in 49 interviews, 2 focus groups and an analysis of 19 official documents in the ChRC headquarters and in the regions.

Among its findings, the fulfilment of the objectives established in the Final Appeal areas of relief, emergency, water and sanitation, shelter, risk management stand out. Significant positive evaluations were given to the modernization of the ChRC and on the part of the beneficiaries (90%); and the volunteers positively assessed the innovation, implementation of activities and use of tools for working with communities (80%).



## Actions implemented during the emergency

Immediately following the earthquake and tsunami the relief phase was launched, which planned to help at least 10,000 families. Different types of items were distributed: family hygiene kits, kitchen kits, blankets, among other items. The relief phase concluded in June 2010, demonstrating highly coordinated work. Notwithstanding its achievements, this phase presented some challenges that were subsequently lessons learned. It is in this manner, for example, that the IFRC noted the reduced participation of volunteers in the next phase, the recovery phase. The key—according to the IFRC—was the implementation of a “new philosophy” that allowed for more decentralized and participatory decision making, where the prevailing factor was the professionalization of ChRC and a leadership in accordance with the particularities of each territory and its complexities.



The revised relief Appeal—launched on 10 March 2010—established seven objectives:

- Distribution of aid to 10,000 households (50,000 people);
- Temporary housing solutions for 10,000 families and an equal number of beneficiaries in preventative health and water, sanitation and hygiene promotion. There were also 3,000 families who also received food items to cover their immediate needs;
- Recovery of livelihoods;
- Contribute to the preparation of the ChRC and communities to deal with disasters; and
- Strengthen ChRC government and management bodies and volunteers.

Additionally, a hierarchy for aid distribution was established in which the first to receive aid were the elderly, people with disabilities, and families with a single head of household or pregnant family members. Following these were the people living in shelters, families who had difficulties to obtain access to basic services, and the final group was composed of Red Cross staff that had been affected.

This aimed to facilitate the previously defined prioritized families to food and non-food items so that they could resume their normal lives as soon as possible.

One week after the disaster occurred, a charter flight from Panama arrived with 2,696



kitchen sets, 2,661 hygiene kits, 7,000 blankets and 10,500 jerry cans. As communication remained precarious, the International Committee of the Red Cross (ICRC) facilitated a website for people who wished to obtain information about their family members (<http://www.familylinks.icrc.org/chile/spa>).

The distribution of non-food items started on 13 March 2010 with the first distribution consisting of the family kits for 112 households. By the end of March, 974 tonnes of supplies had been distributed through different actions and by this same date, 4,412 family kits had been distributed. These figures demonstrate the enormous deployment conducted at the start of the Operation Chile Earthquake 2010. National Societies from Belgium, the Netherlands and Luxembourg (through Benelux) and the German Red Cross, as well as other National Societies, contributed to the distribution activities.

The distribution of family kits, hygiene kits, tents, blankets and other goods surpassed by approximately 17 per cent the projected support to be provided to 10,000 families.

Region	Families	Hygiene kits	Tents	Kitchen kits	Blankets	Buckets	Tarps
O'Higgins	1,080	1,080	–	1,080	4,320	2,160	–
Maule	5,071	5,071	1,240	5,071	20,284	10,142	10,142
Bío Bío	5,024	5,024	222	5,024	20,096	10,048	10,048
Metropolitana	525	115	115		40	20	460
<b>Total</b>	<b>11,700</b>	<b>11,290</b>	<b>1,587</b>	<b>11,175</b>	<b>44,740</b>	<b>22,370</b>	<b>20,650</b>

As the table above shows, at this stage several other goals were met and surpassed. Coats for cold weather were distributed to 17,000 children. A total of 414,900 kilos of humanitarian aid, mobilized in 29 charter flights, was distributed. With all these actions, this phase ended in June 2010 and led to other crucial aid channelled through the long-term actions of the National Societies.





## Shelter: Innovation through the ReD card

The ReD card is one of the most successful actions that were implemented during the three years of this Operation in Chile. The ReD card is an innovative and efficient system to alleviate people's most pressing needs. The period of implementation revealed a series of steps, some of which were extremely suitable and others which could be improved. In the end, the process was improved in the second project, the Agricultural ReD, which is described further on in this report.

Two years after the 2010 earthquake and the start of activities, Michele Detomaso, Operation coordinator presented an assessment of the ReD card. He stated: "It is one of the most significant projects [implemented during the operation]; it's a progression from cash transfers and entails the extremely important principle of human dignity, since it permits choosing what is required for emergency shelter or for rebuilding. I think it has changed the concept of humanitarian aid."

As it has been previously explained, during the first phase of the disaster, the ChRC with the IFRC and other Participating National Societies supported the population by providing 750 shelter kits, 1,587 field tents and 20,650 waterproof tarps. Later the ChRC with the German Red Cross donated 744 temporary shelters through a two-stage project and thanks to the European Commission Humanitarian Aid (ECHO) funding.

Following the installation of temporary shelters, specific needs emerged such as improvements in windows, roofs, bathrooms, for which the ChRC and the IFRC decided to implement a solution that would reinforce the entire process, which was how the ReD card came into existence. This cash transfer tool was adapted to the Chilean context as a debit card with a previously defined amount of money.

It was estimated that the appropriate amount on the card should cover the equivalent of the legal minimum wage at that moment (180,000 Chilean pesos). People could purchase, according to their needs, the items to improve the living environment in their homes or their quality of life within the parameters established by the ChRC. The card could be used for construction materials, tools or items that would improve the families' living environments.

Even though this tool aimed to resolve material problems, its main innovation lied in the dignification of the families. They could freely select those goods that were most convenient to them, establishing their own priorities. To summarize, the ReD card enhanced the provision of temporary shelter by expanding its humanitarian meaning.

To monitor the activities related to the ReD card, a specialist from the IFRC visited Chile on several occasions between 2010 and 2011. The ChRC concurrently appointed a coordinator for this project.

**The card's primary characteristics:** It was personalized and non-transferable. It included the beneficiary's full name with his/ her national identity card number. It was presented with an explanatory pamphlet and meticulous work was undertaken so that users understood that required needs should be prioritized. The receptors of the card had a month to use it. However, in several cases this amount of time was extended in order to facilitate purchases. The card could be used for partial and successive purchases or a one-time purchase for the total amount on the card and during the time period it was valid. In both cases, there was no limit placed on the materials that the user selected.

#### **How were the beneficiaries selected?**

As is common in this type of activities, support to the most vulnerable people in each community was prioritized. In this manner it was defined that it would include those "people who received support from the ChRC during relief actions following the 27 February earthquake/ tsunami, which corresponded to vulnerable communities with a high level of affectation of their homes. A census has been taken of these and they are part of the strategic communities with which the local Chilean Red Cross branches will work in the future."

In this manner, 8,400 families from the Maule and Bío Bío regions were first selected. Due to the card's



low operational and logistics costs during the implementation of the activities, 91 per cent of the funds collected were directed to the beneficiaries, the members of the projected 10,000 families. As will be described later in this report, this was possible due to the system being highly efficient with the management and monitoring of the available funds.

Definition of the agreement: The housing needs of selected families were urgent and therefore it was necessary to promptly act. So it was decided to establish a business partnership with the Chilean chain of hardware stores, MTS, which has stores throughout the country, and thus was present in the areas most affected by the earthquake. For example, the hardware store chain had at least one store in every province in the Maule and Bío Bío regions, which permitted the full coverage of the area where communities were located and the delivery of a variety of items and prices to these families.

To facilitate card use, the ChRC established another agreement with the Salcobrand pharmacies, which is present nationally and during the emergency was part of the Chilean government's protection system to the affected population. The Matikard company (client management company) was in charge of the call centre via which information was provided to users, client management and verification of people's national identification cards. The ChRC managed the identification of beneficiaries, presented the ReD cards and conducted the oversight for the invoices.

This tripartite contract, the only of its type between the ChRC, MTS and Salcobrand (Matikard), was developed with the corporate social responsibility areas of the two companies and the ChRC, with IFRC support.

The ReD card project was unveiled to the media on 27 May 2010. The agreement was signed on 26 July of the same year with the presentation to beneficiaries beginning on 5 August 2010 and ending on 16 May 2011. There were four distinct stages, which ended with the financial management tasks—in other words, the payment of the last invoices—in September 2011. After this, the digitalization of the data and its analysis were started.

### Presentation periods

	Bío Bío	Maule
August- October 2010	1,333	285
October- November 2010	2,287	963
January- April 2011	841	1,691
April- May 2011	591	838
No registry	389	11
<b>TOTAL</b>	<b>5,441</b>	<b>3,788</b>

Throughout the process, 14 ChRC branches and 121 volunteers who worked in two regions, 8 provinces, 33 communes and 148 villages were involved.

When the distribution and payment of final invoices issued by MTS ended, the gathering of information from the field began. This had the objective of creating a range of analyses and taking advantage of the new data. This evaluation's major aspects are presented in this report.

In a second step, volunteers and beneficiaries were surveyed, according to a statistical sample, to determine the degree of satisfaction with the process.

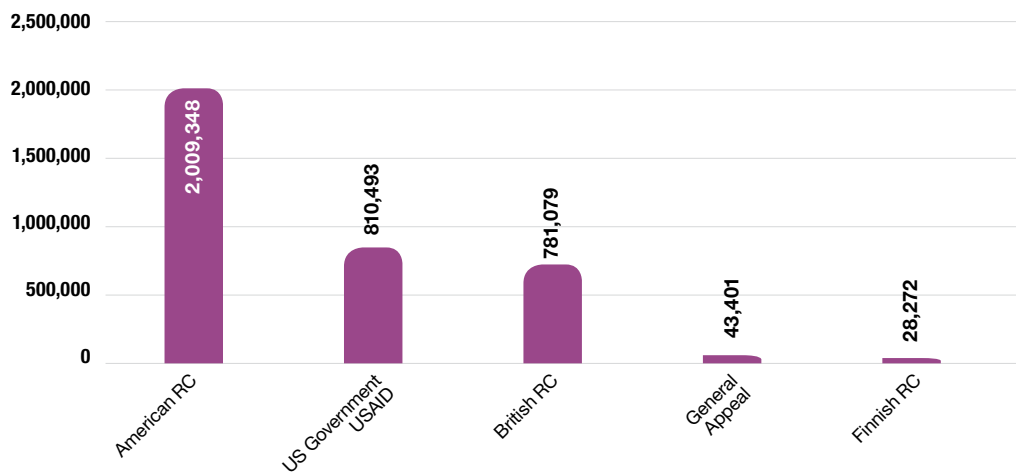


### Financial Analysis of the RedD card

Fund-raising was progressive. In other words, as the validity of the tool was proving itself, different donors became interested in making specific contributions to the project. Its effectiveness is also self-evident by the manner in which it captured the attention of a number of Participating National Societies. The graph below provides the details on the institutions that made direct contributions.

**Chart 1.** Specific contributions

(in Swiss Francs)





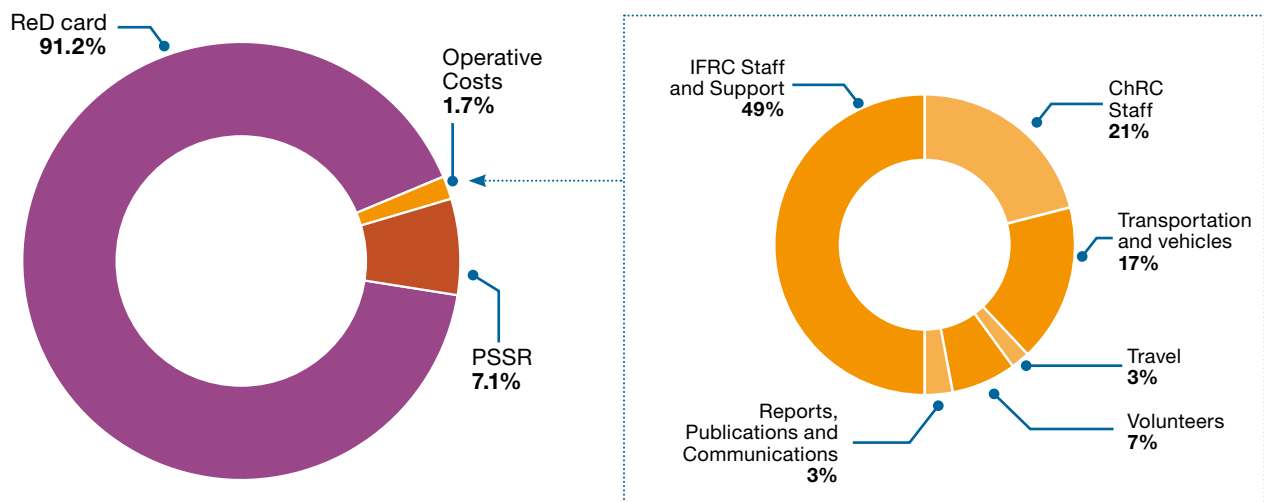




The first graph below indicates the leading donors through the Appeal to this project. The second graph points out that all operating costs for the activity only reached 1.7 per cent of the total, which was equally divided between the ChRC and IFRC. In light of this, the operation coordinator Michele Detomaso affirmed the ReD card “was a financial milestone that demonstrated the system’s efficiency. Of every \$100 dollars, \$91 dollars reached the beneficiaries, who could choose what to purchase. Furthermore, several other things of interest occurred: volunteers participated more, the amount of staff implementing the activity was reduced, and a new and innovative project was implemented.”

Regarding the ChRC operating costs, the expenditures for staff (21%), transportation and vehicles (17%), and volunteering (7%) are the largest. The figure of 91% derives from that used in the Program Support Service Recovery (PSSR) and the expenditures for the systematization, communication and dissemination, final study and publications, which practically deflate the logistics costs such as transportation and storage, and minimize those for services and administration.

**Chart 2.** Operative Costs of the ReD card





## Analysis of activities in the field

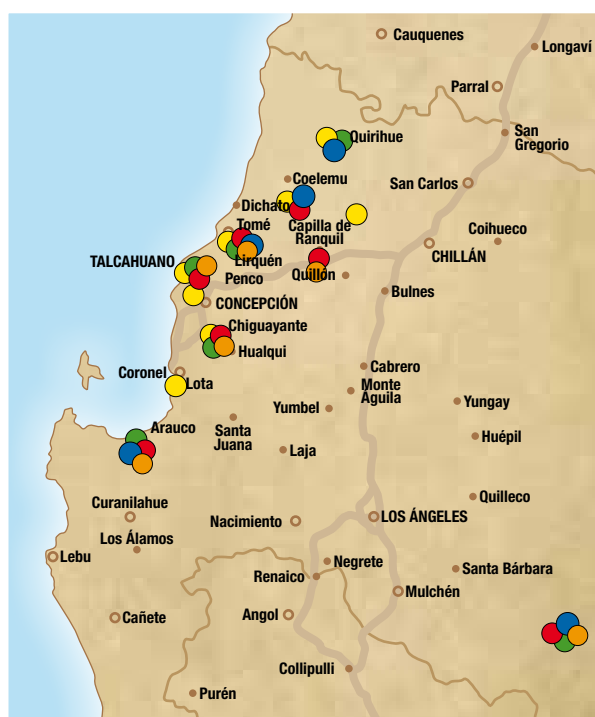
Multiple activities were held in the field with the ReD card. The following maps indicate:

- the geographic distribution and delivery times;
- the gender breakdown of beneficiaries; and
- the branch volunteers' consistency and commitment.

The geo-referential work conducted by the ChRC, with the free version of ArcGIS software, was possible based on the participation of ChRC staff in the activities facilitated by the IFRC Shelter Department during and after the emergency and in the recovery phase.

### ReD Card: distribution in Bío Bío

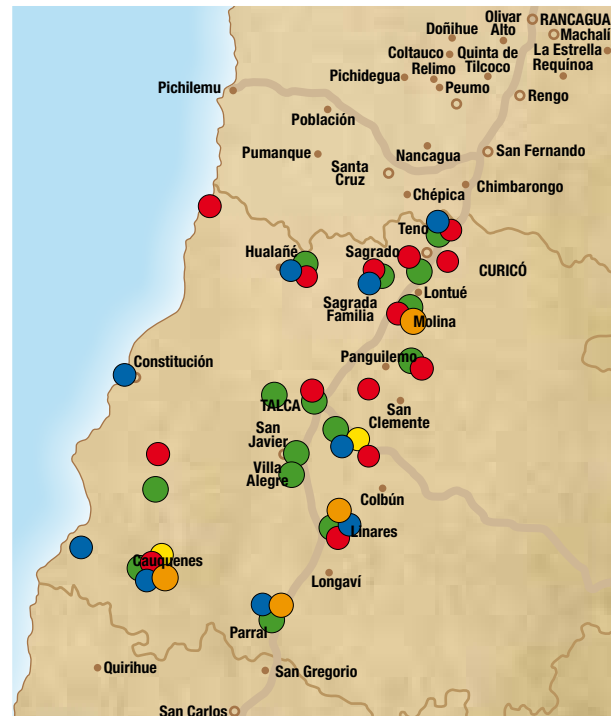
1st distribution-August to October 2010		
REGION	COMMUNES	TOTAL
Bío Bío	Chiguayante	46
Bío Bío	Coelemu	1
Bío Bío	Hualpén	14
Bío Bío	Lota	13
Bío Bío	Portazuelo	139
Bío Bío	Quirihue	532
Bío Bío	Talcahuano	586
Bío Bío	Tomé	2
TOTAL		1,333
2nd distribution-October to November 2010		
Bío Bío	Alto Bío Bío	156
Bío Bío	Arauco	780
Bío Bío	Chiguayante	453
Bío Bío	Quirihue	1
Bío Bío	Talcahuano	511
Bío Bío	Tomé	386
TOTAL		2,287
3rd distribution-January to April 2011		
Bío Bío	Alto Bío Bío	113
Bío Bío	Arauco	49
Bío Bío	Chiguayante	151
Bío Bío	Coelemu	1
Bío Bío	Talcahuano	110
Bío Bío	Tomé	417
TOTAL		841
4th distribution-April to May 2011		
Bío Bío	Alto Bío Bío	34
Bío Bío	Arauco	89
Bío Bío	Coelemu	13
Bío Bío	Quirihue	8
Bío Bío	Tomé	447
TOTAL		591
Without a registered date		
Bío Bío	Alto Bío Bío	1
Bío Bío	Arauco	380
Bío Bío	Tomé	2
Bío Bío	Chiguayante	6
Bío Bío	Talcahuano	1
TOTAL		389
OVERALL TOTAL		5,441



- FIRST DISTRIBUTION—AUGUST TO OCTOBER 2010
- SECOND DISTRIBUTION—OCTOBER TO NOVEMBER 2010
- THIRD DISTRIBUTION—JANUARY TO APRIL 2011
- FOURTH DISTRIBUTION—APRIL TO MAY 2011
- WITHOUT A REGISTERED DATE

## ReD card: delivery in Maule

1st distribution-August to October 2010		
REGION	COMMUNES	TOTAL
Maule	Cauquenes	283
Maule	San Clemente	2
	<b>TOTAL</b>	<b>285</b>
2nd distribution-October to November 2010		
Maule	Cauquenes	46
Maule	Curicó	120
Maule	Hualañé	45
Maule	Linares	62
Maule	Maule	63
Maule	Molina	41
Maule	Parral	58
Maule	Pencahue	66
Maule	Río Claro	15
Maule	Sagrada Familia	68
Maule	San Javier	4
Maule	Talca	286
Maule	Tapihue	8
Maule	Teno	31
Maule	Villa Alegre	50
	<b>TOTAL</b>	<b>963</b>
3rd distribution-January to April 2011		
Maule	Cauquenes	536
Maule	Curicó	388
Maule	Empedrado	2
Maule	Hualañé	101
Maule	Linares	1
Maule	Molina	65
Maule	Pelarco	8
Maule	Río Claro	22
Maule	Romerol	19
Maule	Sagrada Familia	2
Maule	San Clemente	335
Maule	Talca	172
Maule	Teno	38
Maule	Lico	2
	<b>TOTAL</b>	<b>1,691</b>
4th distribution-April to May 2011		
Maule	Cauquenes	339
Maule	Constitución	26
Maule	Hualañé	10
Maule	Linares	1
Maule	Parral	95
Maule	Pelluhue	7
Maule	Sagrada Familia	37
Maule	San Clemente	88
Maule	Teno	235
	<b>TOTAL</b>	<b>838</b>



- FIRST DISTRIBUTION—AUGUST TO OCTOBER 2010
- SECOND DISTRIBUTION—OCTOBER TO NOVEMBER 2010
- THIRD DISTRIBUTION—JANUARY TO APRIL 2011
- FOURTH DISTRIBUTION—APRIL TO MAY 2011
- WITHOUT A REGISTERED DATE

Without a registered date		
Maule	Cauquenes	5
Maule	Linares	4
Maule	Parral	1
Maule	Molina	1
	<b>TOTAL</b>	<b>11</b>
	<b>OVERALL TOTAL</b>	<b>3,788</b>



The Bío Bío region had the highest distribution of ReD cards, which benefitted 5,441 families. Furthermore, within this same region, the most people supported were located in the coastal areas. In the communes of Arauco, Talcahuano and Tomé, over 3,000 cards were distributed. This is not a minor detail given that these three communes include a large number of villages and communities affected by the 2010 earthquake and tsunami, such as Dichato, Caleta Tumbes, Talcahuano, Arauco, Lebu and Tirúa.

In order to deliver humanitarian aid, the volunteers went to the most remote areas of the region, even those places that due to their distance are not regularly included in social projects. For example, 288 cards were distributed to indigenous Pehuenche families in Upper Bío Bío. Despite the difficult access and its considerable distance from commercial centres, there was a significant deployment of resources from the ChRC and hardware stores in the area.

Most distributions were done in two stages. In the majority of the cases, there were four distributions, excluding Lota and Hualpén where material were distributed at one time and in Quirihue and Lebu that was done in three distributions.

At the same time, 3,788 families in the Maule region received ReD cards.

The distribution in this area spanned almost the entire region, although it has a larger dispersed population due to the population's almost exclusive dedication to agricultural and wine production. The largest distribution was held in Cauquenes, reaching 1,209 families. However, there were other beneficiary families outside that commune since the ChRC branch in Cauquenes was able to reach several nearby hamlets. High concentrations of distributions were also made in San Clemente, Talca and Teno, which totaled 1,187 cards. Distributions in the most prominent coastal areas included Llico, Constitution and Pelluhue.

Most of the card distribution was done in the second and third stages. In most of the cases, these were completed as a single distribution, excluding Cauquenes, Linares and San Clemente, which were done in four stages.

All of this work was undertaken during the reconstruction phase in the country, which meant maintaining permanent contact with communities, reaching the bulk of the families affected by the disaster of 2010.





### Breakdown by gender

One of the main objectives was to distribute the ReD card to the most vulnerable groups. Within these, the female population was prioritized since this group often leads single-parent homes or is the head of the household.

Respecting the above criteria, in the Bío Bío region the largest quantity of distributions were conducted in Arauco (766), Tomé (761), Talcahuano (704) and Chiguayante (503). Furthermore, it should be noted that delivery to women was three times more than that registered for men. Emphasis was placed on work that prioritized the following criteria: the detection of women-headed households, the number of children and/or elderly people in the home, as well as people with some physical disability.

In the Maule region, this same task also aimed to alleviate the post-emergency situation for the most vulnerable families, providing a greater supply of cards to female heads of households. This action was repeated throughout the region. In most cases, the quantity of cards issued to women was double of those awarded to men. The San Clemente municipality was a clear and significant example of this. In localities with the highest number of distributions, the difference in gender ratio was nearly double (Cauquenes, Curico and Talca) and in the Teno commune the ration was three times higher for women than men.

Although a female-headed household might not be a factor of vulnerability in and of itself, a single-parent household increases the risk of social vulnerability.

## Measuring the satisfaction levels of card users

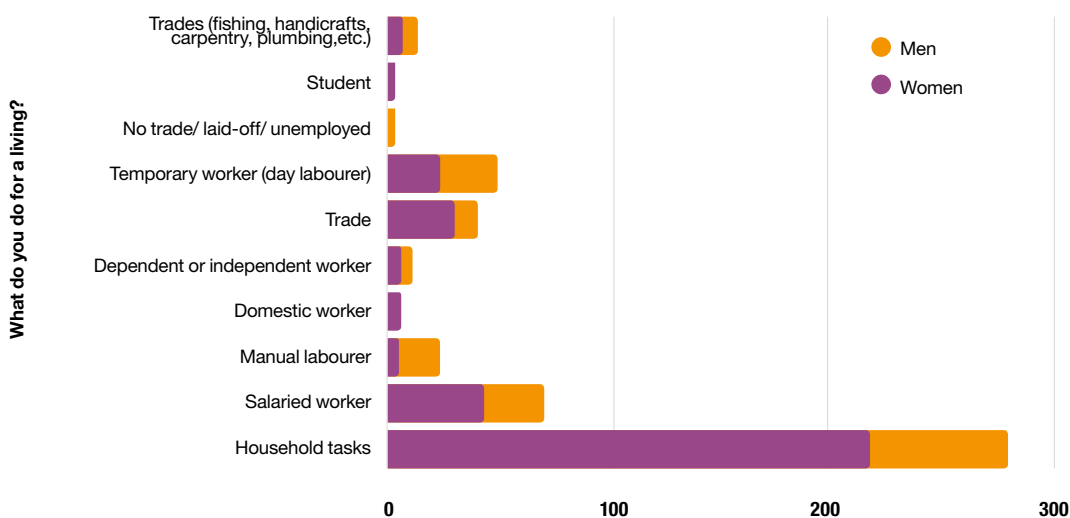
The Chilean Red Cross deemed it germane to assess the degree of ReD card beneficiaries' satisfaction. This was done through a survey created by the University of Concepción. This tool with closed questions was employed with 157 women and 67 men in the Maule region, and 199 women and 123 men in the Bío Bío region (total sample N = 546). This study revealed a series of important aspects regarding the overall assessment.



The characterization indicated that 13.4% of the households were shared while 70% were inhabited by a single family. Regarding respondents' educational level, two thirds (66.2%) stated having incomplete secondary education, while more than half (56.2%) reported engaging in housework. To obtain further details on income and through a multiple choice question, 78% reported having a salary and a fifth (20.2%) reported receiving public assistance. Additionally, the majority stated having monthly incomes below \$ 300,000 pesos (just over US \$600 dollars). In summary, the study revealed that the majority of the surveyed population predominantly had a low level of education and lived in situations of economic vulnerability.

The survey also revealed a significant relationship between gender and activity (confirming that detailed in "Breakdown by gender") as 64% of women reported carrying out household tasks versus almost half of his number for men (39.4%).

**Chart 3.** Relationship between beneficiaries' gender and activities





Regarding the type of housing inhabited by respondents, one third stated living in temporary housing while nearly half (48%) stated living in their self-owned home. While one might suppose a significant level of overcrowding, further analysis revealed that this problem was practically non-existent. Asked about the characteristics of their homes, two-thirds stated having an indoor bathroom while 18% stated that they did not have an indoor connection to clean water. Three quarters stated that they gather water through a water wheel, well or spring. When comparing the two regions, Bío Bío clearly showed the greatest gap in terms of access to a sewer system, clean water and private bathroom.

When asked about the impact of the February 2010 earthquake, a high number of respondents claimed to have suffered structural damage or total loss of their homes, which confirmed the opportunity for a project like the ReD card.

Of those surveyed, 85% reported having received help from the Red Cross and over half identified their respective municipality (54.5%), which demonstrates the institution has a good level of knowledge about these regions. However, this analysis revealed that there was a low level of contact with people prior to card distribution, which was read as a warning sign for the ChRC. Only 16% affirmed knowing that they would receive a card.

With regards to aspects related to card usage, purchase locations and timeline, 9 out of 10 respondents acknowledged having received sufficient information about these and only 16.9% reported some degree of problem around the use of this card for purchases, the majority of which were related to the distance between the purchase location and one's home, and the price increase between purchases made in this manner versus in cash payments.

In a series of multiple choice questions, nearly 8 out of 10 respondents (74.7%) stated they had used the card to buy construction materials—this tool's initial objective-- while close to two-fifths of respondents (38.2%) stated to have used it to acquire home fixtures and fittings, especially among the people who lived in emergency housing.

On the whole, 95% of respondents to have solved a problem within their homes via the purchases made with the ReD card. A higher percentage highlighted its usefulness (97.6%) and a similar percentage stated that it was a “positive” experience (96.7%). All of these statements reveal the high level of satisfaction with this tool; the latter was confirmed when asked about various aspects of the process. On a scale of 1 to 7 regarding the need to provide this type of support to the community was rated 6.8; the need to distribute cards in these areas and the items that users chose both rated 6.7. In fact, of the 18 aspects addressed, hardware stores' prices, which obtained a rather acceptable score of 5.4, received the lowest rating. When asked to rate the overall ReD card project, respondents gave it a 6.7.

### Rating of aspects related to the ReD card

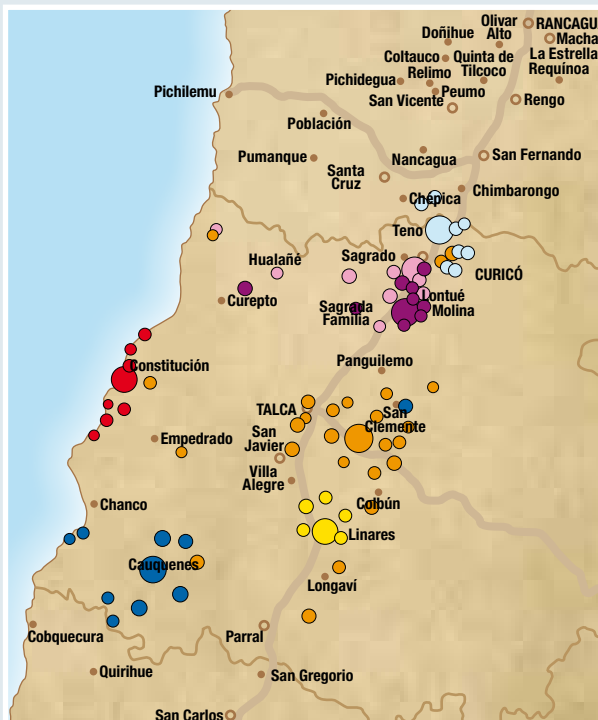
	Average
The manner in which the survey was taken for project participation	5.9
The time that elapsed between the taking of the survey and the distribution of the ReD card	6.1
The information provided on how to use the ReD card	6.6
The coordination to survey families	5.8
The coordination for card distribution	6.6
The coordination between the Red Cross and the hardware stores	6.4
The possibility of choosing the materials needed in the hardware store	6.7
The alternatives of materials offered by the hardware store for purchase	6.0
The attention given by the hardware store	6.5
The sales clerks' support and guidance for the purchase	6.4
The hardware store's prices	5.4
The timeframe for delivery of purchased materials	6.1
The distribution of this type of assistance in your community	6.8
The distribution of one card per family	6.7
The need to distribute cards in the area	6.7
The ReD card allowed you to improve (or improved) your quality of life	6.7
The items chosen for purchase	6.7
The quality of items purchased	6.6





Map of consistency and commitment of Maule volunteers

BRANCH	N° VOLUNTEERS	LOCATIONS		
CAUQUENES	9	Cauquenes		
		Coronel del Maule		
		Tierra Amarilla		
		Quilmes		
		Cancha de los Huevos		
		Pelluhue		
		Curanípe		
		Borde Costero		
		Constitución		
CURICÓ	7	Curicó		
		Ranco		
		Hualañé		
		La Granja		
		Cordillerilla		
		Tutuquén		
		Sarmiento		
SAN CLEMENTE	10	Vichuquén		
		San Clemente		
		Teno		
		Vichuquén		
		Constitución		
		Linares		
		Parral		
		Vilches		
		Empedrado		
		Carretones		
		Coronel Vilches		
		Rincón de los Muñoces		
		Los Largos		
		Vilches		
		Villa Alegre		
		Agua Cristalina		
		Maitenes		
		Perqui		
		Cumpeo		
		Pelarco		
		Cauquenes		
		Maule		
		Peucalme		
		Romeral		
		Talca		
		Perquén		
		PARRAL	8	Parral
				Los Olivos
				A. Méndez
José Miguel Carrera				
Los Carros				
MOLINA	10	Villa del Mar		
		Molina		
		Sagrada Familia		
		Pirigüín		
		Paso Ancho		
		Entre Ríos		
		Lontué		
		Pichingal		
		Casa Blanca		
		Loma Blanca		
LINARES	12	Linares		
		San Antonio		
		Emilio Gidi settlement		
		18 Sept. settlement		
		Frei settlement		
TENÓ	8	Las Liras		
		Teno		
		Aurora		
		Romeral		



The previous maps indicate the communes where ChRC has branches and the areas to which the volunteers travelled in order to implement the distributions. It should be noted that majority of the volunteers were adult women.

Colours are used in the first set of maps to indicate the branches and their intervention sites. In the second set of maps the size of the circle represents the number of cards issued by the branch.

In the Bío Bío region, 49 volunteers from 4 branches distributed 5,441 cards (for an average of 111 cards per volunteer) in 45 locations. Additionally, it can be observed that 3,456 cards (63.51%) were delivered in 25 locations, mostly in the coastal zone by 24 volunteers (for an average of 144 cards per volunteer) from the Chiguayante and Talcahuano branches. Eighteen volunteers in the Tomé branch delivered 1,253 cards (23.12%), which averaged 70 cards per volunteer, in 8 locations. The Coelemu branch also stands out for its delivery of 728 cards (13.37%), by 8 volunteers (for an average of 90 cards per volunteer) in 12 non-coastal areas that are distant from their area of action; a multifunctional vehicle made this work possible.

In the Maule region, 71 volunteers from 8 branches distributed 3,788 cards (for an average of 53 cards per volunteer) in 64 locations. Delivery was concentrated in the central valley (only Constitución was near the coast) in the territory surrounding the branches according to their operational capacities. Nine volunteers from the Cauquenes branch delivered 1,221 cards (32.51% of total) in 7 locations (for an average of 135 cards per volunteer). This was undoubtedly the region's most committed branch. Ten volunteers from the San Clemente branch delivered 1,254 (33.10%) in 25 locations (for an average 135 cards per volunteer).





It was deemed important to evaluate the perception of volunteering, considering this group's role in implementing activities in the field. For this purpose, a survey was conducted employing closed questions that explored issues such as the profile of volunteers, the tasks performed, the satisfaction with the implementation and the evaluation of the project.

The survey was conducted with 94 out of the total 120 volunteers (78.3%) who participated in the ReD card project. Of these, 9 out of 10 respondents were women. Nearly half stated having completed secondary education (45.7%); 55.3% reported receiving their own income and nearly 6 out of 10 (59.6%) worked in their homes.

Among the project activities undertaken, volunteers highlighted the visits to beneficiaries (86.2%), providing explanations to individuals who had not been selected (85.1%), training for the selected beneficiaries (83%) and ReD card distribution (80.9%).

With regards to training, more than 80% of the volunteers surveyed reported receiving training support related to where and how to use the card and its procedures. However, almost a fifth stated they had not received any training (18.1%). In turn, more than a third of these reported having doubts regarding the "selection of families" (39.4%), which could be interpreted as a deficient aspect of the training or project coordinators. However when asked about in more detail about this issue, such as what was involved in the cash transfer or how to use the ReD card, responses were over 60%, which would mean that volunteers felt adequately supported overall.

A scale of 1 to 5 was used to evaluate the satisfaction with project implementation used, in which 1 indicated "very negative" and 5 indicated "very satisfied". Over two thirds of respondents (67%) stated feeling "extremely satisfied or happy" with project information, while nearly as many (65.9%) stated being satisfied with the clarification of doubts about the survey. However, the volunteers had divided opinions when they were asked about the





chosen to conduct the ReD card distribution, as well as for the selection of beneficiaries. It is surprising that more than half (51%) of the beneficiaries perceived that these were not equitable. A positive aspect was that the majority (79.8%) stated that the implementation of this project resulted in benefits for their branch.

Regarding trips to the field, nearly two-thirds deemed “insufficient/ negative/ very negative” the time to survey the locations and more than half (55.7%) considered that there was good coordination with local authorities. However, the above completely changed when asked about coordination with neighbourhood committees, with almost two-thirds (58.6%) indicating that they were “extremely satisfied” or “in agreement” with this, which was similar to the data regarding coordination with regional directors (56.3%).

Regarding the delivery of the card, the respondents negatively assessed the final selection of beneficiaries (61.7%), an issue that was reaffirmed with the perception that the volunteers’ opinion “was not represented” when deciding who should receive the ReD card (56.4%). Logistical support was the aspect that received the lowest evaluation by volunteers: 58.5% had a negative evaluation of vehicle availability for transporting materials to the field, in a similar manner as what occurred with food distribution (53.2%), delivery of materials (50%) and regarding the payment for mobilization (49%). However, it is noteworthy that the team’s conduct with volunteers was appreciated by 64.8% of the respondents.

In summary, the volunteers had a critical view of beneficiary selection and the equitable distribution of the cards. The aspect most negatively evaluated was the logistics support and in a lesser manner, the coordination with local authorities and with ChRC central headquarters. Despite some degree of disagreement, the training appears to have played an essential role in project implementation and completion, particularly at moments of resolving specific troubleshooting questions related to the ReD card.

### The aspects most positively assessed by the volunteers

	Extremely satisfied
Challenge for the branch	78.1%
Benefits for the branch	61.7%
Availability of information on how to make purchases	61.7%
Card distribution	58.5%
Coordination willingness to attend to volunteers	52.1%
Clarification of doubts during distribution	52.1%

### The aspects most negatively assessed by volunteers

	Extremely negative
Availability of vehicles for travel to the field	52.1%
Delivery of food for travel to the field	44.7%
Payment for mobilization for travel to the field	42.6%
Volunteers’ opinion on beneficiary selection	28.7%
Final selection of the beneficiaries	23.4%
Volunteers’ opinions on the locations	22.3%



## Project conclusions and lessons learned

Since it is a unique project in Latin America, the American Red Cross implemented an assessment survey to measure the impact of ReD card, whose results were interpreted by the American Red Cross team. The conclusions were based on a limited sample from the first phase (208 cases out of a total population of 1,890) and it had the objective of detecting improvements to be implemented in real time. Among the most significant recommendations were increased coordination in the review of tax identification numbers (RUT) with local authorities; technical assistance in damage assessments; a larger field team; greater control over the changing prices of goods; and the delivery of technical support material on rebuilding/ repairing damaged homes. As will be mentioned in a forthcoming section of this report, these observations were taken into account during the implementation of the agricultural ReD card.

The ReD card served as an effective aid that allowed people to decide how to improve the living conditions of their homes through a process that undoubtedly dignified families' decisions. In many cases, the beneficiaries stated that this assistance allowed them to "improve their spirits" since they could cover their real needs. This also resulted in an improvement of relations between neighbours and strengthened communities' organizational capacities to take the most advantage of the aid provided.

In more general terms, the ReD card definitely changed the manner in which the ChRC delivered community support. It had a positive impact on the branches and volunteers since it improved contact with the communities, allowing them to have access to other situations at a local level. In the same manner, it also strengthened the bonds between people and the ChRC and improved team building at the regional level, helping to discover new volunteer capacities at the development, leadership and community service levels.





## Health: an immediate and long-term need

At the start of the 2010 Chile Earthquake Operation, the health area above all provided psychosocial support. As will be explained in this section, this task was so successful that it continues through the present day. Once the emergency was surmounted, this area assumed new tasks focused on promoting good practices in first aid and the proper handling of hygiene and sanitation.

As previously mentioned in the section detailing the activities of the National Societies of Spain, Japan, Finland and Norway together with the Chilean Red Cross and the IFRC, immediately following the disaster, emergency response units (ERUs) in basic healthcare were set up in three areas severely affected by the earthquake. The Spanish Red Cross operated in Hualañé (Maule region) with a field hospital that attended 24 specialties.

Something similar took place with the Japanese Red Cross Society, which installed another field hospital in Parral (Maule region). This was later handed over to that city's hospital on 17 May 2010. This activity was similar to that conducted by the National Societies of Norway and Finland, who established a surgical hospital in Pitrufrquén (Araucanía region) with two pavilions and 50 beds. This surgical hospital was handed over to local authorities on 20 April 2010.

During 2011, sustained work was undertaken to strengthen and train volunteers in first aid and emergency health. For example, in September 2011, 12 volunteers from the Bío Bío region participated in a first aid course through a National Intervention Team (NIT) activity. This activity, with the participation of 22 volunteers, was repeated in the Santiago Metropolitan region with a focus on epidemic control.



Starting in March 2012, training activities were held so volunteers could learn about epidemic control. Two courses were held in Curico and Parral in April (Maule region) with 20 volunteers and this same course was held in the O'Higgins region in May, which was attended by 19 volunteers. Following these, it was decided to monitor the trainings. Activities held in August in the Maule region were monitored. Oversight was provided for three NIT courses for 15 volunteers who had been previously trained in epidemic control and 8 other volunteers, which allowed for the identification of the main on-site complexities and solutions.

In 2012, the ChRC national coordinator for the intervention, national director for disaster interventions and director of human resources developed a protocol for emergencies, which the National Society's Health Department administers. In turn, the ERU donated by the Spanish Red Cross to the ChRC was overhauled to keep it in good condition and respond to inventory needs.

In the area of first aid, an activity was held in Curicó in April to refresh training for 9 instructors on the new first aid manual. Participants came from the North, Centre and South of the country and received certification for this training. In July, the Bío Bío regional branch organized a similar activity that was attended by three previously-trained instructors and who disseminated their knowledge with outstanding results.

In May, an advanced first aid training course was held in Chillán for 18 people from nearby branches. By August, 151 people in the Maule region had been certified in first aid. In October, the ChRC trained the gendarme staff at the women's prison in first aid, based on an agreement between both institutions.

To best build upon the new practices in first aid, 3,500 copies of the new first aid manual were printed and distributed to volunteers, thus creating a chain that allows for the unification of work on the topic.

Based on the experience gained in the area of psychosocial support during the emergency phase, in July 2012 the ChRC established a partnership with the Ministry of the Interior's National Office for Emergencies (ONEMI), to provide support in this area through a coordinated programme. This partnership is extremely significant since via this relationship, ONEMI acknowledges the installed capacity of the ChRC as essential support. Furthermore, work in psychosocial support is continuing together with the Spanish Red Cross and the

American Red Cross, which monitor the situation of immigrants in the Santiago Metropolitan region and in the indigenous Mapuche communities in La Araucanía region.

Yet, the most significant steps undoubtedly have been taken in the dissemination and practice of methodologies to strengthen community health in different areas in the country, taking into account international standards.

In April 2012 work on community health started in coastal areas employing the community-based health and first aid (CBHFA) methodology and in this same month a third CBHFA course was held in Bío Bío, which included participants from the Maule region. These activities continued in June and July, perfecting the skills of a wide range of volunteers from both regions. In July, this training was extended to the O'Higgins region.

Considering its implementation since 2010, 47 branches have been trained in this methodology and 20 of these are considered specialists. These are the branches in Coelemu, Talcachuanu, Chiguayante, Monte Águila, Chillán, Mulchén Cauquenes, Linares, San Clemente, Constitución, Chanco, Arica, Puerto Varas, Rengo, Chimbarongo, Arica, El Loa, Antofagasta, Los Andes and Peñaflores-Mallico (Metropolitan region). Additionally, 20 people have been trained as instructors. The practice and dissemination process in first aid has continued through the identification of vulnerable communities that may require this type of support, which is an activity that is being actively undertaken by ChRC volunteers.

Every time communities and people successfully complete these trainings, they receive a certificate that is delivered in a formal ceremony. Communities always appreciate and celebrate this simple gesture, which has helped to strengthen ties with local populations. IFRC Health delegate Mercedes Suarez noted this and in 2011 stated: "Chile is the country that has the most instructors in the CBHFA methodology and the Chilean Red Cross is the first in making headway in this community-based strategy. Today we are working with communities from within them."

In October 2012, 500 survival backpacks with an equal number of first aid kits, 650 hygiene promotion guidelines, 700 items of community equipment and 2,000 community first aid guides were distributed.

Material on this topic was also distributed to 10 branches, which included material against trauma, 10 computers, 10 screenings that contain explanatory cases, 19 first aid manikins, and 300 methodological manuals and materials to publicize these activities.





At the same time the smaller area of safe blood management has gained recognition for the ChRC. This area was consolidated in 2012, disseminating manuals on the issue and organizing trainings in different regions. Additionally via Club 25 and the manuals produced, the ChRC continues to promote voluntary blood donation.

NIT training for volunteers in Chile:

- 41 volunteers in 2 NIT Health – Epidemic control
- 33 volunteers in 2 NIT Health – Psychosocial support
- 33 volunteers in 2 NIT Water and sanitation and hygiene promotion
- 41 volunteers in 2 NIT General
- 22 volunteers in 1 NIT Logistics

Furthermore, the following lists the number of volunteers from different branches throughout the country who received training in courses and workshops:

- 139 volunteers in First Aid (instructors and facilitators)
- 134 volunteers in Community-Based Health and First Aid - CBHFA (instructors and facilitators)
- 37 volunteers in Training of Trainers- Participatory Transformation for Hygiene and Sanitation Transformation - PHAST
- 22 volunteers in the Risk Management Administration course - BAGER
- 10 volunteers in Damage Assessment and Needs Analysis – DANA
- 34 volunteers in the Course for Instructors
- 22 volunteers in 3 Sphere standards courses
- 2 volunteers in Training of Trainers- Sphere standards
- 4 volunteers in Training of Trainers- Vulnerability and Capacity Assessment - VCA
- 1,200 volunteers in Risk Reduction courses in 6 regions

ChRC volunteers participated in courses outside of the country:

- 6 ERUs (1 in Health, 2 in Relief, 1 in WASH, and 1 in Logistics)
- 2 volunteers in Regional Intervention Team- RIT course
- 2 volunteers in Field Assessment Coordination Team – FACT course



## Water and Sanitation

This area also fully accomplished the objectives established at the beginning of the operation. The operation provided clean and safe water to 10,000 families, in addition to installing water and sanitation equipment and communal and individual sanitary units. This was possible through the collaboration of the National Societies of Germany and Switzerland with the Chilean Red Cross. During 2011 activities were undertaken to train both volunteers and beneficiaries in this area.

Work in water and sanitation began only two weeks after the 2010 earthquake. The actions focused on Tubul (Bío Bío region) where two 11,000 litre-tanks were installed and the subsequent installation of latrines in camps, as well as the distribution of clean and safe water and water and sanitation teams active in Concepción (Bío Bío region).

By March 2010, the German Red Cross had donated 6 bladder tanks with a 5000-litre capacity each to be installed in small communities where central support efforts were challenged to reach. In May of that year, the ChRC installed eight water towers in different districts of Arauco (Bío Bío region), which benefitted some 600 students.

Work was concurrently underway to build 16 community sanitation modules, 12 of which were located in the Bío Bío region. These 18 metre squared modules contained 6 showers and an equal number of latrines, plus two bathroom sinks and three stationary sinks.

The installation of 200 individual modules started in June in the communes of Lebu and Chiguayante (Bío Bío region). In 2011, the Swiss Red Cross and the German Red Cross set out to complete the installation of 600 individual sanitary units in the Maule and Bío Bío regions. As previously mentioned, the activities in this area began to increasingly focus on working with the community and the use of various participatory health and sanitation transformation (PHAST) methodologies. A diagnosis was conducted to work in the Maule and Araucanía regions that benefitted 806 families, 300 students and volunteers.

Three years after the start of activities, the proposed target was clearly met. During 2012, clean water was also provided to communities in Lumaco and Puerto Saavedra (Araucanía region). For example, 90 families were identified who benefitted from water tanks: 30 in San Carlos and 60 in Puerto Saavedra, of which 80% were installed by October 2012. Concurrent with this action, 396 jerry cans with 25 litres of water, mostly for Cauquenes (261) and to Puerto Saavedra (135), were also distributed.





Five water analysis and purification kits were also purchased and distributed. Committees in Araucanía put these kits to use, benefitting different households that had been previously identified based on their needs. The beneficiary households were taught how to use them.

The installation of sanitary units continued; 48 of which were located in 4 locations in the Maule and Bío Bío regions. Joint work to identify beneficiaries was undertaken with the corresponding municipalities, community leaders and the Local Action Development Programme (Prodesal) that is a part of the Agricultural Development Institute (Indap). As part of this process, latrines, water tanks and septic tanks were purchased in addition to 10 volunteers being trained to disseminate this knowledge in different communities. In addition to this, the ChRC established an agreement with the Adventist Development and Relief Agency (ADRA) that aimed to provide water and sanitation assistance to more families in Puerto Saavedra.

Likewise, sanitation kits were distributed according to local needs. The training work in different schools at times was capitalized on to train community members. By October 2012, in the Maule region alone 350 families in 9 different schools had benefitted. The following summarizes the most important actions in the area of water and sanitation and hygiene promotion (for more detail, see the final section):

**20,000** litres of clean and safe water distributed to communities

**33** volunteers trained in 2 NIT WASH trainings

**48** families received hygiene modules with septic tanks

**425** young people were trained in hygiene promotion

**396** people received 17 collective sanitary modules

**37** volunteers trained in PHAST and 2 National Intervention Team members trained in PHAST

**390** families received water disinfection kits and 50-litre water tanks

**300** school hygiene kits were distributed





## Risk reduction: a critical area for a country with Chile's characteristics

The 27 February 2010 earthquake left a deep impression on the Chilean people. Yet, despite the pain caused, important lessons could also be deduced from what took place. The need to learn how to minimize risks in emergencies is perhaps the most significant lesson.

Having been made aware of the country's geographical fragility, the government has promoted a series of exercises to prepare for potential earthquakes and tsunamis, particularly in Northern Chile where specialists have forecast the potential of future earthquakes.

In this area, the Chilean Red Cross and the IFRC have been actively working together on risk management and disaster intervention. Thus, on the third anniversary of 27 February 2010, 3,000 households susceptible to some natural hazards learned to establish early warning systems, which are related to larger systems that constantly monitor the potential for the occurrence of a disaster. This has been possible through a series of workshops, micro-projects, exercises, drills, training and community awareness talks. These actions have been replicated within the ChRC, and in this manner training volunteers in this sphere.

In the months after the 2010 earthquake a series of training for both communities and volunteers were organized. Some of the highlights include the activities implemented through DIPECHO, which by mid-2011 had trained 58 volunteers from the North of the country in preparation for disasters. In this same period, risk management



courses were also held for volunteers. Other highlights include the implementation of educational modules “It’s better to prevent” by the Regional Reference Centre for Community Disaster Education (CREEC). This training is comprised of four modules: early warning, protected school, education and organization, and preparation for risk reduction and community teams.

In 2012, following the central concept “Prevention is better”, these types of activities were adapted to the Chilean context and family prevention modules were used to train 156 volunteers from 9 branches from the Maule and Bío Bío regions, in addition to the 70 other volunteers from the Valparaíso, O’Higgins and Araucanía regions. Door-to-door actions were also conducted to teach families, thus reaching a total of 2,800 people between the Santiago Metropolitan region and La Araucanía region who received training on these issues.

As occurred in other areas of action, timely dissemination material for trainings was created, ranging from quick guides to brochures. A total of 20,000 copies, in addition to 1,000 prevention games, were distributed in communities.

At the volunteering level, a specific module on risk prevention was developed. This has been disseminated through talks on issues of earthquakes, fires, floods and tsunamis. It has also engaged in a close working relationship with ONEMI at the regional level, integrating families and school communities through emergency drills.

By October 2012, 580 families and 10 educational institutions had learned about emergency planning and received adequate training to address these situations.

Regarding work on disaster interventions, progress was made towards the creation of a “crisis room” at the central level. At the regional level, a survey was conducted to identify the requirements of the branches in this area, as well perfecting the procedural lines for this “crisis room”. Concurrently branches received more and new equipment thus contributing to decreasing the digital gap. Additionally, a radio network connecting the country’s major branches was installed, thus decreasing the risk of being incommunicado in the case of a disaster.

With technological progress achieved at the central level, it was decided to use a geo-referential system that through Google Earth can indicate volunteer deployment by area; each branch manages this information. The ChRC consolidated its participation in disaster operations, such as those led by ONEMI, which has earned it increased institutional and public recognition.

Furthermore, Sphere trainings and the distribution of the Sphere manuals have continued for volunteers trained through NIT courses. Three workshops on the topic were held in 2012 with the participation of 77 volunteers in addition to civil society representatives and local authorities.

## Livelihoods and the Agricultural ReD card: a fruitful system

Just as an assessment was made of the damage caused to the road infrastructure and housing following the 27 February 2010 earthquake and tsunami, an analysis in agricultural terms was also conducted, particularly since it is the country's primary productive activity. This evaluation indicated a figure of US \$80 million dollars, which reflects the destruction and damage to real estate infrastructure, destruction of irrigation infrastructure, more specific damage to fruit and vegetable crops and livestock and beekeeping, in addition to the default on credit payments, falling prices, and lower demand in the affected agribusinesses. In Maule, for example, 110 irrigation systems, which covered almost 175,000 hectares, were damaged while in Bío Bío this damage reached nearly 133,000 hectares.



Following major disasters, like the 27 February 2010 earthquake and tsunami, there was a demand to alleviate families' vulnerability in the shortest period of time. The ChRC and the IFRC took on this challenge to work with the most isolated communities. This work builds on what been achieved through the ReD card that was used to improve housing conditions.

Through the Recovery of Agricultural Livelihoods project, 2,000 small farmer families in areas where the ChRC had presence were selected. They were given seed kits or vouchers for agricultural materials and security kits. The agricultural ReD card was distributed, which allowed families and communities to acquire additional needed goods to recover their productive capacity. Moreover, a series of trainings were held to optimize the return to normal living conditions. The whole experience was extremely successful for the beneficiaries as well as for the ChRC. This was an extremely valuable experience for the National Society since it used the opportunity to implement this work on the ground and in close proximity to the affected population.

Stemming from the December 2011 review of the Livelihoods Recovery project, it was proposed that by December of the following year the ChRC would reach 2,500 small agricultural producer households of which 2,000 would receive individual support and 500 would participate in community initiatives (collective projects).

Criteria for the selection of beneficiaries from the Maule and Bío Bío regions were established. This included: 1) having benefitted from some ChRC and IFRC support in the emergency response and/or recovery phase(s); 2) fulfil the demographic, income, educational level, and production requirements that indicated a state of vulnerability.



## Location selection

In the first stage, the selection covered five locations in Maule region (Hualañé, Empedrado, San Javier, Cauquenes and Sagrada Familia) and three in the Bío Bío region (Coelemu, San Carlos and Quirihue). In the second stage in the Maule region, a criterion was added that reflected the zones where the ChRC branches had provided permanent support to the National Society's projects. While in Bío Bío region, the communes of the Gulf of Arauco were prioritized as these were areas that suffered significant damage following the 2010 disaster. Thus, Molina, San Clemente and Linares (Maule region) and Arauco, Curanilahue, Lebu and Tirúa (Bío Bío region) were selected.

With the assistance of governmental institutions related to the agricultural sphere, the choice of localities was finalized. In June 2011, a three-person team of an agronomist and two agricultural technicians (one per region) joined the national coordinator of the project to work together to comply with the requirements of this initiative.

The volunteers also played an essential role in implementing this project. A total of 105 volunteers from 9 branches participated between the start of activities in December 2010 and July 2012.







## Profile and identification of beneficiaries

The project focused on supporting small farmers who had suffered significant losses after the 27 February 2010 disaster, and whose vulnerability was shown by a decrease or loss of agricultural productive capacity, while continuing to prioritize support to families with women heads of households and/or elderly members and non-existent infrastructure or in extremely poor condition, related to excreta disposal and personal hygiene.

Between December 2010 and Julio 2012 more than 105 volunteers from 9 branches participated in these actions as detailed in the following table:

Branch	N° of participants	Communes where work was supported
Curicó	7	Hualañé
Molina	15	Sagrada Familia – Molina
San Clemente	13	Empedrado – San Clemente
Linares	16	San Javier – Linares
Cauquenes	13	Cauquenes
Coelemu	6	Quirihue – Coelemu
San Carlos	10	San Carlos
Curanilahue	14	Arauco – Curanilahue – Lebu
Lebu	5	Lebu
Others	6	Quirihue – Arauco – Tirúa

Source: Chilean Red Cross.

This work implied the identification of potential beneficiaries, providing details regarding household composition, socio-economic profile, registration of the level of damage in infrastructure, detection of the agricultural productive activity and identification of the family's priorities regarding the return to normal production. This method was tested in Cauquenes on 14 November 2010.

Employing these criteria, by 30 May 2011, 872 beneficiaries were selected for the first stage. This number was slightly increased to 910 after the National Society defined the requirements for the final selection. The families had to fulfil four of the following variables and at least one in the productive sphere (letters g to j):



- a) not have a toilet
- b) have a cess pit/ latrine
- c) not have a room for personal hygiene
- d) house in poor condition
- e) composed only of women (over the age of 18)
- f) presence of elderly person(s)
- g) engagement in a productive activity
- h) have their own productive area
- i) have crops
- j) keep animals or fowl



Concurrently, a series of surveys were conducted that allowed the gathering of data related to vulnerability of rural inhabitants in Chile:

- There were a high percentage of homes with safe and clean water only in Hualañé and Sagrada Familia (78% and 60%, respectively).
- In the remaining six, the relationship was inversely proportional: between 77% and 99% of the homes did not have access to safe and clean water.
- On average 4 out of 10 homes did not have a room for the excreta elimination.
- The level of significant damage to the homes was more than 70%.
- The percentage of homes with women heads of households varied between 5.41% in Empedrado to 9.2% in Quirihue.
- The proportion of housing with elderly members ranged from 27.27% in San Carlos and almost 53% in Hualañé.
- All of the families possessed productive animals.
- 60% of the families considered that their productive activity had been affected following the earthquake.

After this first survey a second study was conducted to provide more detailed data, which was centred on the best way to identify family composition. This work, conducted between September 2011 and January 2012 in seven communes, led to the completion of 1,112 surveys.

After a process to refine the results and with the addition of two more criteria (female head of household and possessing productive infrastructure), 977 beneficiaries were chosen from the communes of Molina, San Clemente and Linares (Maule region) and Arauco, Curanilahue, Tirúa and Lebu (Bío Bío region). These communes demonstrated:

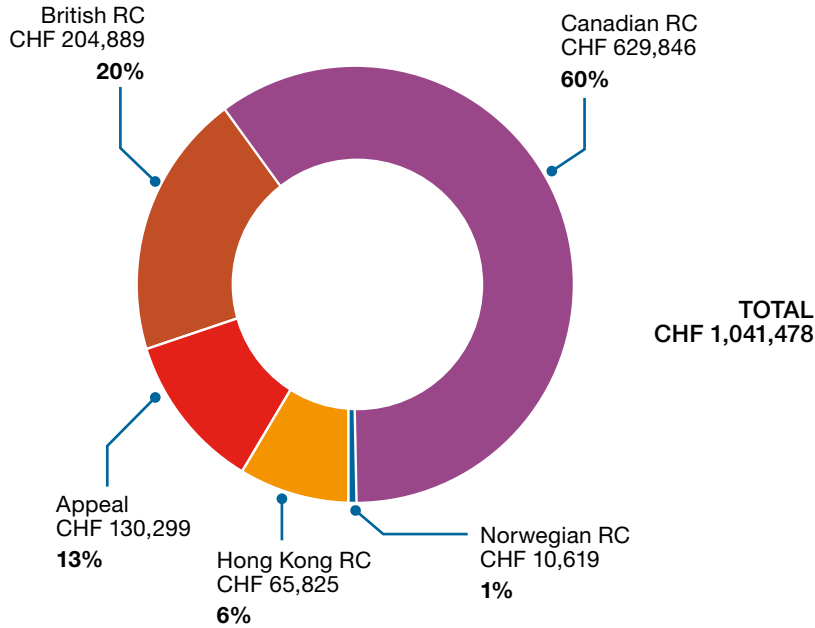
- There was a low level of access to safe and clean water in general, with Curanilahue having the lowest access of 12.9%.
- In Bío Bío region, there were a high percentage of families that stated not having a room for excreta elimination, in contrast with that stated by the people surveyed in Maule region.
- In 7 out of 8 communes more than 70% of the people surveyed responded that their homes were in poor or intermediate condition after 27 February 2010, despite the survey being conducted a year and a half after the tragedy.
- The highest quantity of women head of households was registered in Molina, reaching 23.41%.
- The presence of elderly people was less than in the first stage, reaching 52.17% in Linares.
- 78.24% of the families surveyed maintained that their productive capacity was affected following the earthquake.



## Financial analysis

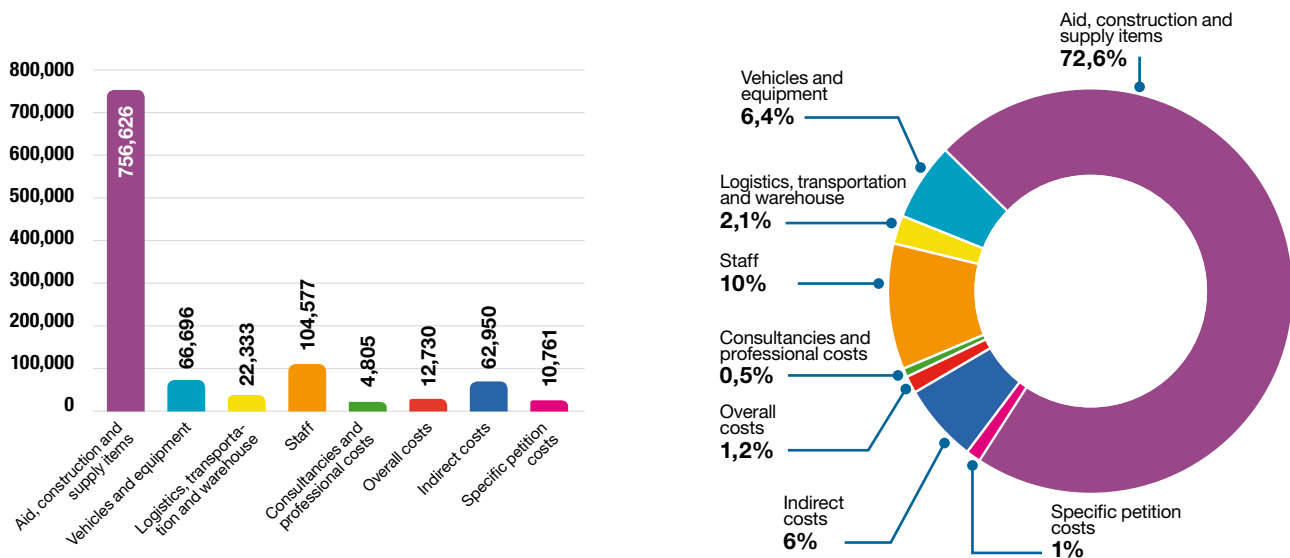
Donors were extremely interested in actively participating in the Livelihoods Recovery project since the prior experience with the ReD card for shelter had received a great deal of attention and was successfully implemented. With this precedent, the agricultural ReD card had a positive projection, as is evident from the earmarked donations given by National Societies and unearmarked funds from the Appeal. These funds allowed the smooth and facile implementation of this initiative. A total of 87% (CHF 911,179 Swiss Francs) were earmarked contributions to this project.

**Chart 4. Specific contributions**  
(in Swiss Francs - CHF)



The following charts show that more than 72% of the resources were used in products for the beneficiaries, while the remaining resources were related to operative costs. The ratio between concrete aid delivered to other line items is extremely positive.

**Chart 5. Expenses by area**  
(in Swiss Francs - CHF)



## Implementation in the field

The Livelihoods Recovery project aimed to contribute to the sustainability of the livelihoods of vulnerable rural populations affected by the earthquake in the Maule and Bío Bío regions. This project defined livelihoods as the capacities, assets and activities required to generate income and a way to maintain an occupation.

There were two types of aid directed to families in an individual manner: 1) the distribution of open-field vegetable seed kits. Basic supplies were distributed for self-subsistence gardens and in the case of achieving a surplus, the beneficiaries had the capacity of selling this to generate family income. The seed kit was composed of a 20 grams of lettuce seeds; 20 grams of tomato seeds; 10 grams of tomato seeds; 10 grams of chard seeds; a 10 grams of zucchini seeds; a 10 grams of carrot seeds; 50 grams of onion seeds; and 5 grams of parsley seeds. 2) The distribution of protection kits for agricultural labour: Minimal attention given in Chile to the protection for agricultural work. Thus, it was decided to disseminate information, with the support of the British Red Cross, in the issue. This kit consisted of overalls; one-way respiratory mask; 4 litres of organic gases; a legionnaire-style hat with solar protection, two pairs of nitrile rubber gloves, sunscreen, and alcohol gel. These kits were acquired through a competitive bidding process.

In order to implement these two types of distributions, the work was divided into two phases: the first in June 2011 and the second from December 2011 through February 2012. During the first phase, ceremonies with local authorities and the ChRC were held in each of the selected districts. In some cases it was not possible to provide all the supplies, but additional supplies were sought to respond to these temporary deficits. When this process was completed, 894 beneficiaries of the 910 initially planned (see "Profile and identification of beneficiaries" section) received supplies. Due to a move or a death, the remaining supplies were unable to be distributed as planned.

### Beneficiaries receiving kits (first phase)

Region	Commune	Beneficiaries	Seed kit	Protection kit
Maule	Hualañé	60	60	60
	Empedrado	106	106	106
	San Javier	132	132	132
	Cauquenes	110	107	107
	Sagrada Familia	121	108	108
Bío Bío	Coelemu	163	163	163
	San Carlos	132	132	132
	Quirihue	86	86	86
<b>Total</b>		<b>910</b>	<b>894</b>	<b>894</b>

Source: Chilean Red Cross

In the second phase, both kits were distributed together with the Agricultural ReD card. This second phase reached 977 beneficiaries, which was half of the planned objective.

### Beneficiaries receiving kits (second phase)

Region	Commune	Beneficiaries	Seed kit	Protection kit
Maule	Molina	176	176	176
	San Clemente	220	220	220
	Linares	100	100	100
Bío Bío	Arauco	188	188	188
	Curanilahue	105	105	105
	Tirúa	78	78	78
	Lebu	110	110	110
<b>Total</b>		<b>977</b>	<b>977</b>	<b>977</b>

Source: Chilean Red Cross

Together with these distributions, a series of trainings were held. These covered issues of pesticide use, more efficient vegetable production, fertilization and irrigation and animal health.

ChRC team members, including regional staff, participated in the modules. The training was extremely didactic and convened a large number of people. The first group of trainings was held on 4 August and 18 November 2011, with six replication trainings of each day. More than 76% of the beneficiaries attended at least a day of training. In the second phase, nearly a 69% of beneficiaries participated.







### The characteristics of the Agricultural ReD card

The Agricultural ReD card entailed extensive and complex labours by the ChRC, the IFRC and the National Societies that aided in bringing this project to fruition. Yet, it was also possible to perfect the work that had been part of an enriching process of experience and support to the vulnerable communities after the disaster.

The Agricultural ReD card allowed the beneficiary to purchase in person or order goods from any provider location for up to \$150,000 Chilean pesos (approximately US\$ 300 dollars), which was funded by the National Societies of Canada, Great Britain, Norway, Hong Kong and Sweden. In this manner, families could acquire the agricultural products that they most needed to return to their normal lives. This initiative was unquestionably an evolution of the shelter ReD card and had an important impact on institutional strengthening and the incessant goal of putting innovative tools into action to support vulnerable populations during emergencies.

The above mentioned National Societies donated to this part of the project and included several steps: the identification of the tool, the tender process, technologic incorporation, implementation, completion and evaluation.

In February 2011, initial meetings were held to coordinate the steps to take in this new task. Over the following three months, the creation of a list of products in accordance with beneficiaries' needs as identified from the surveys conducted in the field, established the value of the card, identified the suppliers with regional presence and defined the framework for needed bids to carry this project forward.

After the bidding process, which started in June and ended in October 2011, the supplier COPEVAL was selected since it complied with the procedures established by the IFRC and had extremely good coverage. This agreement allowed beneficiaries to have access to a network of products, which met the project's needs, while also allowing the company to incorporate a number of people who had not previously been in its business portfolio.

As part of the improvements introduced with this initiative, a technological system was implemented that allows transparent and online tracking of aid delivery. The ChRC contacted the Federico Santa María University, which through the INSO engineering company, designed software that permitted real-time tracking, remote validation of beneficiaries, use of the national identity document for validation, generation of information based on card use and the management of the beneficiary data base.

As of 18 January 2012, this software was operative and this programme was installed in ChRC computers, enabling a server for the bases located in national headquarters, a two dimensional bar code reader and the creation of a website for remote data management. This permitted real-time knowledge of the beneficiaries' related actions, identification of coverage by location, correction of errors in the database, prevention of the fraudulent use of the Agricultural ReD card and the possibility to take immediate decisions.

Within the field of humanitarian aid, the cash transfer system often presents the challenge of being timely and appropriate. Thus, one of the novel aspects of this initiative, as established by the contract, was that beneficiaries could go to suppliers' local stores or purchase items in the field.

Furthermore, the card had the beneficiary's name, tax identification number and national identification number. With the aim of improving its dissemination, informative pamphlets that contained information on the local stores were also distributed.

The Agricultural ReD card began to be distributed in a first phase in December 2011, which was done to coincide with activities implemented in the communities. The second phase in February 2012



coincided with the distribution of the aforementioned kits. By the conclusion of this process, 1,879 of the projected 1,887 cards were distributed, achieving a 99.58% distribution rate.

When the system indicated that not all targeted beneficiaries had been able to use the card, it was necessary to permit sales in the field in some of the more remote areas. These activities were concentrated in the districts of Cauquenes, Quirihue, Coelemu, Arauco, Curanilahue, Lebu and Tirúa. The following tables indicate the distribution area and total number of cards delivered:

#### Sales conducted in the field

Region	Commune	Date of sale in the field	Delivery date
Maule	Cauquenes	28 February 2012	23 March 2012
Bío Bío	Quirihue	2 March 2012	29 March 2012
	Coelemu	1 March 2012	27 March 2012
	Arauco	22 March 2012	15-16 May 2012 18 May 2012
	Curanilahue	15 March 2012	10 May 2012 24 May 2012
	Lebu	13 March 2012	24 April 2012
	Tirúa	29 March 2012	11 April 2012

Source: Chilean Red Cross database

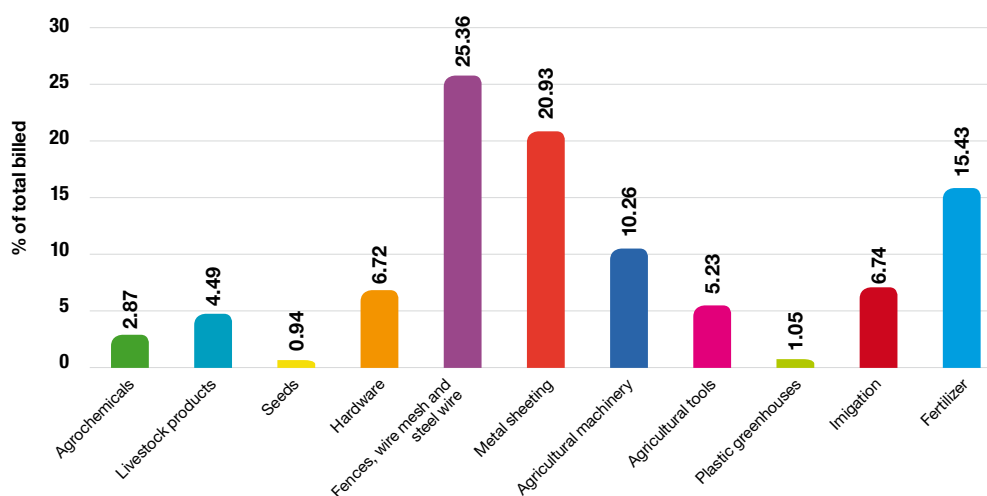
#### Agricultural ReD cards delivered and used by commune and region

Region	Commune	Beneficiaries	Agricultural ReD cards	Agricultural ReD card used
Maule	Hualañé	60	60	60
	Empedrado	106	106	106
	San Javier	132	131	131
	Cauquenes	110	107	105
	Sagrada Familia	121	120	117
	Molina	176	175	173
	San Clemente	220	220	218
	Linares	100	100	100
Bío Bío	Coelemu	163	161	159
	San Carlos	132	132	132
	Quirihue	86	86	86
	Arauco	188	188	180
	Curanilahue	105	105	100
	Tirúa	78	78	77
	Lebu	110	110	109
<b>Total</b>		<b>1,887</b>	<b>1,879</b>	<b>1,853</b>
<b>% total of beneficiaries</b>			<b>99.58</b>	<b>98.2</b>

Source: Chilean Red Cross database

The software used permitted information about the dates, places and amounts of the purchases. In order to gather detailed information regarding the products acquired, all of the invoices had to be digitalized. From this information, it was concluded that the following were the most purchased items: fences - wire mesh and steel wire (more than 25%), metal sheeting (almost 21%) and fertilizers (15.43%).

**Chart 6.** Percentage of amounts billed by supply companies by groups of products



Source: Chilean Red Cross

Regarding the Agricultural ReD card use, the software indicated that the vast majority used this tool in ascending manner from January to March, with only a smaller group (2.5%) that used it during the tail-end of the process.

The Agricultural ReD card could be used for the purchase of products that were more than the established value of \$150,000 Chilean pesos, providing that the beneficiary paid the difference. Based on the purchasing data, it was shown that the vast majority of beneficiaries only acquired products up to the established limit.

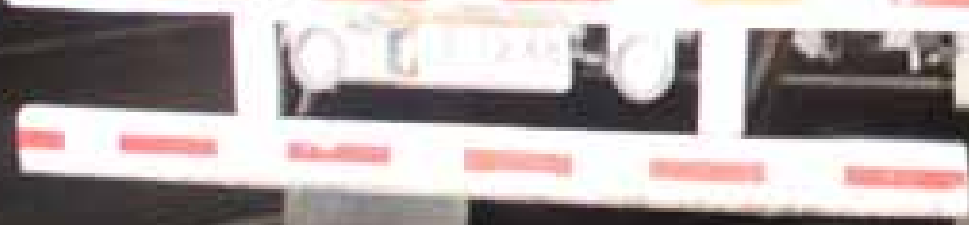
Monitoring was undertaken to verify if the card was used correctly, oversee the sale process for the products and corroborate if the resources provided were properly used. Towards this end, “mystery clients” were used on two occasions to check for possible differences in prices, attention in the sale process, etc.

This exercise indicated important differences in some of the selected products. When this difference went beyond an acceptable limit, the value of the invoice was not paid. All of these checking procedures were conducted using software and the information received from the beneficiaries.

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CHILENA



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## Recovery of Livelihoods at the community level

To provide even more support to families from farming communities affected by the earthquake, the ChRC together with the IFRC promoted several projects at the community level. By March 2012, 400 families had been identified who maintained some level of organization within their localities.

This task was more difficult than imagined because information had to be gathered on-site since it was extended throughout the intervention areas, lacked monitoring tools, and was passed orally from community to community. Furthermore, a general lack of organization at the level of small-scale agriculture was predominant.

Despite this, the ChRC as the IFRC continued moving forward with the idea. Eight projects with differing types of impacts that benefitted 844 people were selected.

### Projects implemented by region and commune

Región	Commune	Project type	Direct beneficiaries	Indirect beneficiaries	Approximate investment (in Chilean pesos)*
Maule	Cauquenes	Honey extraction room - Beekeepers Cooperative	9	36	\$2,800,000
	Hualañé	Repair and improvement of greenhouse, vermiculture and compost heap in the rural school in Barba Rubia	82	328	\$924,581
	Teno	Branch greenhouse	20	80	\$1,465,122
	Molina	Branch greenhouse	17	68	\$1,465,122
	Cauquenes	Branch greenhouse	18	72	\$1,465,122
Bío Bío	Arauco	Community vegetable garden in "12 de Abril" camp	55	220	\$2,704,747
	Tirúa	Medicinal herbs drying room – Women's group	5	20	\$2,565,856
	Tirúa	Heliciculture production room – Women's group	5	20	\$2,754,332
<b>Total</b>			<b>211</b>	<b>844</b>	<b>\$ 16,144,882</b>

\*The figures in pesos do not include operational costs.

Source: Chilean Red Cross







### **Honey extraction room – Beekeepers Cooperative**

Nine families of small-scale beekeepers comprise the “Los Conquistadores” Beekeeping Society in Coronel de Maule, Cauquenes. When the team contacted them, the cooperative was preparing a honey extraction project and work so each beekeeper could recover his/her beehives damaged by the earthquake. They had already purchased the land to implement this initiative. The project allowed them to build a fully equipped room for honey extraction.

It was determined that this group had made enormous efforts to recover its productive capacity. The ChRC proceeded to donate equipment for honey extraction, through the funds from the Livelihoods Recovery project financed by the National Societies of Canada, Great Britain, Norway, Sweden and Hong Kong. In 2011, two periods of honey extraction were completed. Following the implementation of this room, the extraction time decreased by half, thus encouraging the beneficiaries to envision further growth.

### Community vegetable garden in the “12 de abril” camp

The “12 de abril” camp prioritized the creation of a community vegetable garden in a 288 metre squared area. This project was chosen since it involves 56 families from the Arauco commune who had lost their homes after the earthquake and whose households are affected by unemployment.

One person living in the camp started the vegetable garden and donated seeds and worked with neighbours to dig a well. In a short amount of time, the vegetable garden became a source of food for the surrounding population. For this reason, the following improvements were made:

- Enclosing the plot of land with hexagonal wire mesh
- Building two tunnel-shaped greenhouses (54 metres squared and 36 metres squared)
- Two warehouses
- Donation of agricultural work tools
- Vegetable seeds
- Creation of a plot to grow vegetables in the open
- Compost heap
- Seedbed
- Irrigation system through a 1 horsepower (HP) water pump that extracts water from the well and raises it to the 1,500 tank to distribute water to the greenhouses



### **Repair and improvement of greenhouse, vermiculture and compost heap in the rural school in Barba Rubia (Hualañé)**

The greenhouse of this school was damaged. The school's director was extremely interested in rehabilitating the space and stated that it could help 82 people affiliated with the school (students, their parents or guardians, and workers).

The physical infrastructure of the greenhouse was repaired, as well as the compost heap and the vermiculture boxes. A drip irrigation system was installed and the soil quality was improved with organic soil. Seeds and tools were also distributed to facilitate work with the school community. All of this ended with the improvement of the productive capacity with the related positive impact on the community.

### **Medicinal herbs drying room – women's group**

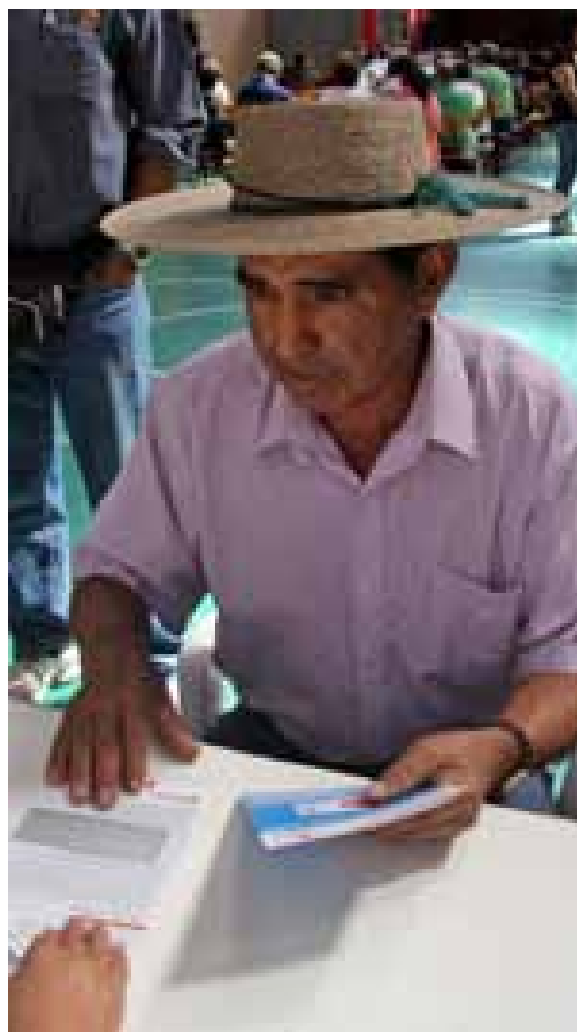
This initiative brings together the wives of men who work as gatherers and shellfishermen from the Tirúa commune. These women had worked in an herbal shop but the sales decreased following the earthquake. Their husbands' income-generating activities were also affected. This group, named Mapu Copiu, usually sells its products in traditional indigenous fairs, with summer being the high season for this work.

The building of a drying room, isolated from the production room of the herbs, and a utility sink to clean the raw material were among their primary needs. They currently are awaiting the health certification papers to formally commence their activities.

### **Heliciculture room – women's group**

The Karú group is composed of the wives of fishermen and shellfishermen from Tirúa. They breed snails to extract its slime that is used in cosmetology products. They presented a project to different government institutions five years ago. Their production has decreased due to the destruction of the greenhouses, which are made of light-weight material and measure 1.20 metres in height. Although these did not suffer serious damage from the earthquake, the interior material did.

Repairs to the interior, construction of bathrooms and division of spaces were undertaken with the project funds. The process room was also improved with the installation of tables and a stainless steel bell, as well as furniture.



### Branch greenhouses

Three Chilean Red Cross branches in Teno, Molina and Cauquenes received greenhouses as part of this initiative. They are all located in extremely rural areas, which allow them to disseminate their acquired learning, skills and abilities with the surrounding population.

In each of these, a perimeter fence and a 3 x 8 metre greenhouse were built, as well as setting up a cellar, a compost heap, a drip irrigation system and a greenhouse lighting system. They were also equipped with materials such as seeds, fertilizer and tools. Additionally, volunteers were responsible for facilitating training sessions to teach community members about self-consumption production.

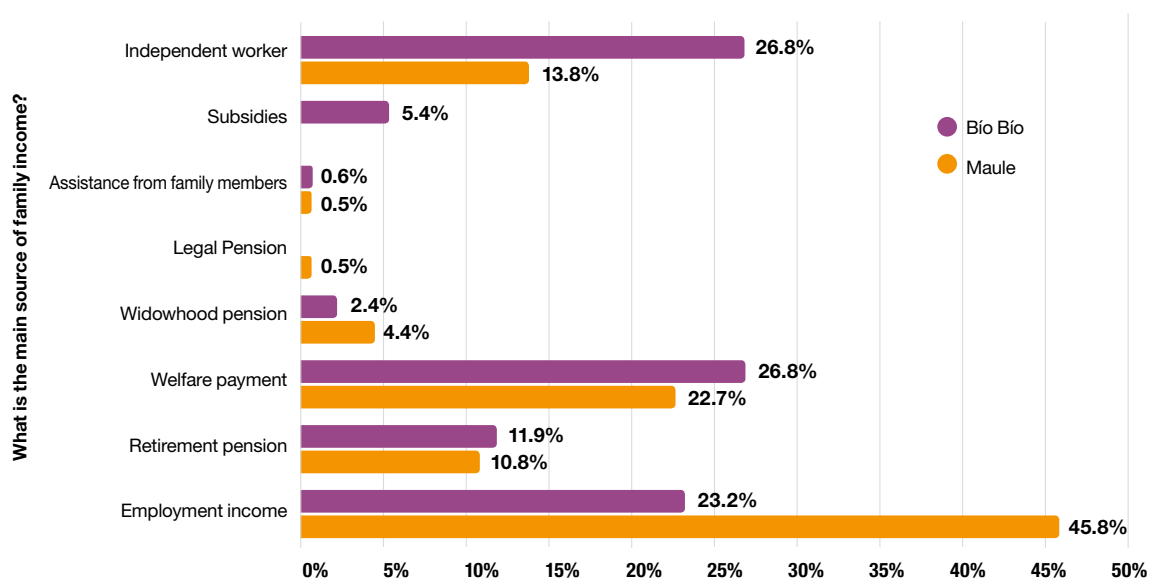
### User Satisfaction

As it did with the ReD card, the ChRC considered it appropriate to evaluate beneficiaries' satisfaction level with the Agricultural ReD card. To this end, it solicited that the University of Concepción conduct a study of the people who received this assistance in the Bío Bío and Maule regions.

The university surveyed 380 people, of which 204 were in Maule region (53.7%) and 176 in Bío Bío region (46.3%), from 10 to 27 August 2012. The profile of the beneficiaries revealed that although 7 out of 10 were women, 33.7% were heads of households. This group between 46 and 60 years of age comprised 32.4% of the beneficiaries with the elderly making up 30%.

Each household had on the average 3 or 4 members (with a maximum of 11). The main source of income for these households was from paid work (employee) with 35.8%. However, 24.5% stated that their main source of income was a welfare payment, revealing these families' high level of vulnerability. In the Maule region, seasonal jobs (32.8%) prevail, while in Bío Bío independent livestock farming activities (40.9%) focused on the local market are the most predominant.

**Chart 7.** Source of income by region





The educational level of the people survey indicated that the majority (55%) have incomplete primary education, followed by primary education complete (19.3%). The average family income is \$133,410 Chilean pesos (approximately US\$ 267 dollars) with a minimum of \$10,000 Chilean pesos (US\$ 20 dollars) and a maximum of \$600,000 Chilean pesos (approximately US\$ 1,200 dollars).

All of the beneficiaries had a productive area and only 8.9% did not have crops when the survey was conducted. Eight out of 10 respondents also stated to having productive livestock and crops. Regarding basic services, 84.5% reported not having sewers, while just over 43% stated not having toilet. In fact, in the Maule region 80% of respondents stated they had a cesspit or latrine, with this figure being nearly 61% in Bío Bío. Nine out of 10 respondents stated having access to electricity.

Of all the respondents, 42.4% stated that their homes had suffered major damage following the earthquake with 10.3% having suffered minor damage. However, it should be noted that only 16.3% reported having suffered serious damage to their productive capacity. This panorama contrasts with the damage to their sanitary facilities, where almost half claimed higher losses. Conclusively, 26.4% stated that their productive capacity has been affected by a degree of consideration.

Regarding the degree of satisfaction the Agricultural ReD card, almost all respondents (95.8%) felt that it was timely and thus extremely appreciated. Additionally, a similar number of respondents stated that they received clear information about the use of this tool (97.1%). Furthermore, the company that supplied the items received an extremely good rating: 8 out of 10 stated that the time between the purchase and delivery of products was acceptable. Moreover, 81.8% welcomed the opportunity to choose from a variety of products and appreciated the amount of money provided through the Agricultural ReD card (82.8%). It is extremely clear that the group had practically no negative points regarding card use.







Points highlighted by the Agricultural ReD card beneficiaries	
It was timely	95.8%
The information provided was clear	97.1%
The salesclerks provided guidance	93.9%
The time between the purchase and the delivery	82.9%
The amount of money was sufficient	82.8%
The possibility of choosing the products	81.8%

Other points appreciated by the Agricultural ReD card beneficiaries	
The hardware store had everything that was needed	71.3%
The ability to acquire other useful products	69.7%
The prices were in line with market values	67.1%

It is noteworthy that 41.3% of respondents stated that they used the Agricultural ReD card to resolve problems related to the aftermath of the earthquake and 56% to meet other needs. In almost half of the responses, recipients stated using the support to improve the productive capacity infrastructure. The second most frequent response (45.3%) was for the purchase of agricultural tools.

Type of problem / need	Maule		Bío Bío		Total percentage of beneficiaries who used the ReD card to address the need or problem
	Presence of need or problem		Presence of need or problem		
	No	Yes	No	Yes	
Productive infrastructure	59.3%	40.7%	40.3%	59.7%	49.5%
Agriculture or livestock equipment	48.5%	51.5%	61.9%	38.1%	45.3%
Improvement in materials for agricultural production	62.7%	37.3%	55.7%	44.3%	40.5%
Improvement in materials for livestock production	90.7%	9.3%	81.3%	18.8%	13.7%
Housing infrastructure	55.9%	44.1%	71.6%	28.4%	36.8%

Like the evaluation for the Agricultural ReD card, the two other elements that composed part of the Livelihoods Recuperation project (delivery of kits) received extremely good evaluations.

The total of those consulted received the seeds kit and 8 out of 10 stated to have used them while the other 20% expressed that they were waiting for the appropriate season. Furthermore, 9 out of 10 people affirmed that the kit allowed them to resolve a family dietary need and trade in local markets. Regarding the security kit, 7 out of 10 stating to having used.

All of these results confirm that the actions implemented by the Livelihoods Recovery project were useful to improve the image of the ChRC held by communities. In fact, 100% of the respondents agreed with that affirmation. Additionally, volunteers also held these perceptions who took on these tasks as an innovation and a challenge.

In conclusion, this project demonstrated that the ChRC, the IFRC and Participating National Societies courageously took up the challenge and reached locations and populations that official aid was unable to access.

It was a major challenge, which put the involved institutions to the test; it demanded joint work, creation of networks, and creative and effective operations. The ChRC's largest challenge was to reach the most remote communities and become familiar with the context on the ground.

Having to engage directly with the beneficiaries and their environment stands out as one of the lessons learned. This was a demanding exercise, which was recognized by different communities as shown in the results of the survey conducted by the University of Concepción.

On the more technical level, it was clear that the branches are ready to increase the complexity of their involvement in tasks. The community projects discussed here are one example of this. Furthermore, it is also necessary that they have updated facilitating tools that can help streamline, monitor and improve all sorts of initiatives, such as the previously mentioned application of software technology.

From the funding perspective, it is unquestionable the ability to maintain constant and smooth communication with donors was one of this initiative's strengths. This resulted in the National Societies feeling extremely motivated to continue actively participating in the project, allowing for almost complete coverage of the initiative and the standard and the progressive and uncomplicated implementation of resources.



## Summary of the main activities by area

### Distribution of aid and relief

**S.O.S.**

**OBJECTIVES:** Up to 10,000 households (50,000 people) resume household activities through the distribution of hygiene kits and kitchen sets, and other non-food items. Up to 3,000 families have their immediate food needs covered through the distribution of food parcels received locally by the ChRC.

#### ACHIEVEMENTS:

11,175 families received kitchen kits

29 charter flights

44,740 families received blankets

94 trucks were dispatched

17,000 children received coats for the cold weather

3,000 families received food aid

414,900 kilos of humanitarian aid was mobilized



## Emergency Shelter



**OBJECTIVES:** Up to 12,600 households receive emergency shelter solutions (16,000 receive family tents and 10,000 receive support to improve their living conditions to help their recovery).

### ACHIEVEMENTS:

**20,650** families received plastic tarpaulins

**1,587** families received emergency shelter in tents

**9,363** families received ReD cards (initial objective 8,400 increased to 10,000)

**744** families received emergency shelter (emergency wood houses)

**572** students returned to school after the installation of eight water tanks for safe and clean water

**750** families obtained construction kits

## Livelihoods



**OBJECTIVES:** 2,500 families are actively involved in early recovery actions and benefit from support for livelihoods or substitution activities. Communities and groups participating in livelihood restoration and income-generating projects improve their financial well-being and recover economically.

### ACHIEVEMENTS:

Analysis of the Livelihoods programme

Agreement with Sernapesca (MINAGRI)

Support for the implementation of the Fishing Livelihoods programme (Japanese Red Cross Society) in the South (1st and 2nd phases)

Agreements with Copeval and INSO

**1,871** families received agricultural protection kits

**1,871** families received seed kits

**2,645** families received training

**1,879** families received the Agricultural ReD card

**227** families received community support through 9 projects





## Emergency health



**OBJECTIVES:** Health risks of at least 10,000 families are reduced over a period of 36 months through the provision of community-based preventative health care. Selected affected groups and communities receiving psychosocial support have reinforced their capacity to adapt and strengthened their coping mechanisms.

### ACHIEVEMENTS:

- 3** ERU in Basic Health Care deployed
- Hualañé (Spanish RC) donation to the ChRC (2,116 people treated)
  - Parral (Japanese RC Society) donation to MINSAL
  - Pitrufoquén (Finnish RC and Norwegian RC) donation to MINSAL

**400** volunteers received psychosocial support in their communities

**134** volunteers trained in community-based health and first aid (CBHFA)

**3,910** people received psychosocial support

**258** volunteers trained in psychosocial support

**41** volunteers trained in National Intervention Team courses in Health- epidemic control

**33** volunteers trained in NIT Health- psychosocial support

**19** volunteers trained in care of adults with reduced mobility

**139** volunteers trained in first aid (instructors and facilitators)

**436** volunteers received training in psychosocial support

**722** people from 32 communities trained in CBHFA

**3,605** people received CBHFA

**5,000** first aid manuals: 3,500 basic and 1,500 advanced

**650** CBHFA guides distributed to families

**300** CBHFA manuals distributed to volunteers and families

**30** trauma bags delivered to communities and branches

**788** family first aid kits distributed



## Water and Sanitation



**OBJECTIVES:** Up to 10,000 households have access to safe water and community-based hygiene activities.

### ACHIEVEMENTS:

11,290 families received hygiene kits

22,370 families received jerry cans

390 families received water disinfection kits and 50-litre water tanks

37 volunteers trained in Participatory Hygiene and Sanitation Transformation (PHAST)

600 families received hygiene modules (German RC and Swiss RC)

48 families received hygiene modules with septic tanks

1 ERU Water and Sanitation that benefited approximately 5,000 people

5 communities received managing water quality kits

20,000 litres of clean water distributed to the communities

90 families received water towers and tanks

396 people received 17 collective sanitary modules

65 families received water through 2 community wells

33 volunteers trained in 2 NIT WASH

15 families received water through family wells

425 youth trained in hygiene promotion awareness

300 school hygiene kits distributed





## Disaster preparedness and risk reduction



**OBJECTIVES:** The ChRC has increased the role of disaster preparedness and risk reduction (DRR) in its programming and Institutional strategy. 3,000 households vulnerable to natural risks establish early warning systems linked to broader systems to monitor disaster and climate related risk, through workshops, micro-projects, simulation, training and awareness raising. Volunteer and staff capacity to deliver sustainable DRR programming is enhanced through workshops and training courses.

### ACHIEVEMENTS:

206 families reunited

700 people used RFL services

22 volunteers trained in the BAGER course

10 volunteers trained in DANA

34 volunteers trained in the CPI course

4 volunteers trained in VCA training of trainers course

41 volunteers with training in 2 general National Intervention Team courses

Support and implementation of the LARRA project (American RC) in the Southern region

National Policy on Risk Reduction

Protocols for the crisis room and response

1,200 volunteers trained in risk reduction in 6 regions

400 persons communicated through satellite phones

500 volunteer basic guides on risk reduction distributed

500 family safety kits distributed

22 volunteers participated in 3 courses on Sphere standards

2 volunteers participated in Sphere standard CpC course

13 community micro-projects benefitting 160 families

Support and implementation of the DIPECHO project (Spanish Red Cross) in Northern Chile

Implementation of the crisis room

National Response Plan

Family and community dissemination materials





# The great transformation and modernization of the Chilean Red Cross

Just as the earthquake and tsunami caused severe damage in the Chilean population, the ChRC also suffered its inclemency. Some regional headquarters simply collapsed and others experienced major damage. A total of 25 branches were repaired, which involved an investment of nearly 138 million Chilean pesos (over US\$ 275,000 dollars).

## VALPARAISO REGION

**Almendral branch:** There was structural damage to the walls, ceiling in main meeting room, dividing wall in the entranceway and cracks in the offices of the directorate.

**Work undertaken:** costs to repair the branch to normal \$ 7,378,000 Chilean pesos (US\$ 14,756). The walls and ceilings were repaired, as were the walls in the offices of the directorate. The main meeting room was painted. The dividing wall was made lighter to ensure increased durability. The work was done in 60 days, leaving the branch operative.



## SANTIAGO METROPOLITAN REGION

### Independencia María Luisa Torres branch:

There was structural damage to the walls, ceilings in the meeting rooms and in the kitchen and damage in the flooring on the second floor and the sanitary facilities.

**Work undertaken:** costs to repair the branch to normal \$ 16,355,152 Chilean pesos (US\$ 32,710). In addition to the repairing of the walls, the flooring, electrical installation on the second floor and air conditioning were repaired. The work was done in 180 days, leaving the branch operational.

### Quinta Normal Las Lomas branch:

There was structural damage in the walls, ceilings in the kitchen, bathroom, and the shed; walls with cracks and damage to the sanitary facilities.

**Work undertaken:** costs to repair the branch to normal \$ 10,517,220 Chilean pesos (US\$ 21,035). All of the offices in the shed area were demolished. Repairs were done on the walls, partitions and ceiling in the kitchen and the public bathrooms, in addition to replacing windows and partitions. Sanitary and electric doors were hung. The work was done in 75 days, leaving the branch operational.



**Talagante branch:** There was structural damage to walls and ceilings of the classrooms.

**Work undertaken:** costs to repair the branch to normal \$ 5,574,000 Chilean pesos (US\$ 11,148). The walls and ceilings were repaired and the branch was painted. The work was done in 66 days, leaving the branch operational.

**San Bernardo branch:** There was structural damage to the walls, ceilings, and floors of the meeting room and the offices of the directorate, as well as in the administrative offices and damage in the dividing wall. The branch did the repairs to the administrative offices with its own funds.

**Work undertaken:** costs to repair the branch to normal \$ 6,366,500 Chilean pesos (US\$ 12,733). Walls, ceilings, floors were repaired and painted. The electric installation was replaced. Repair to the dividing wall could not be done since the branch does not have access to the patio and no company could do the work. The work was done in 80 days, leaving the branch operational.





## LIBERATOR BERNARDO O'HIGGINS REGION



**Graneros branch:** There was serious damage and half of the branch had to be demolished. There was damage in the perimeter wall, the warehouse roofing, public bathrooms and the exterior hall that connected the meeting room with the public bathroom and the warehouse.

**Work undertaken:** costs to repair the branch to normal \$ 2.406.864 Chilean pesos (US\$ 4,814). The perimeter wall was built, metal protection was installed. The public bathroom was repaired and a covered hallway was built and the warehouse roofing was repaired. The work was done in 8 days, leaving the branch operational.

**Santa Cruz branch:** There was structural damage to the walls of the meeting rooms, cracks in the offices of the directorate and damage to the dividing wall.

**Work undertaken:** costs to repair the branch to normal \$ 6,212,335 Chilean pesos (US\$ 12,425). Repairs were made to the aforementioned damage and the area was painted. The work was done in 80 days, leaving the branch operational.

**Doñihue branch:** There was damage to the interior walls, which was repaired with branch funds. When the branch was inspected, damage to the dividing wall was identified.

**Work undertaken:** costs to repair the branch to normal \$ 2,450,000 Chilean pesos (US\$ 4,900). The dividing wall was repaired in 10 days, leaving the branch operational.

**Peumo branch:** This branch suffered serious structural damage in one of its installations, which had to be demolished. There was also structural damage in the dividing wall.

**Work undertaken:** costs to repair the branch to normal \$ 654,976 Chilean pesos (US\$ 1,310). The repair to the prefabricated dividing wall was done in 4 days, leaving the branch operational.



## BÍO BÍO REGION

**Penco branch:** There was severe damage to the electricity installation and damage in the interior painting due to water accumulation.

**Work undertaken:** costs to repair the branch to normal \$ 4,275,134 Chilean pesos (US\$ 8,550). The electricity installation and metallic protection were repaired. The roofing was completely replaced and the branch was painted. The work was done in 69 days, leaving the branch operational.

**Coelemu branch:** There was damage to the perimeter wall and the roofing of the branch.

**Work undertaken:** costs to repair the branch to normal \$ 1,880,840 Chilean

pesos (US\$ 3,762). The perimeter wall and the roofing were repaired. The work was done in 113 days, leaving the branch operational.

**Lebu branch:** There was damage to the perimeter wall.

**Work undertaken:** costs to repair the branch to normal \$ 775,055 Chilean pesos (US\$ 1,510). The perimeter wall was repaired. The work was done in 4 days, leaving the branch operational.

**Coronel branch:** The perimeter wall and a new gate were damaged.

**Work undertaken:** costs to repair the branch to normal \$ 409,836 Chilean pesos (US\$ 820). The perimeter wall and a new gate were repaired. The work was done in 4 days, leaving the branch operational.

**Chiguayante branch:** Due to the severe damage, the walls of the branch had to be demolished, as well as repairing the offices and the meeting room.

**Work undertaken:** costs to repair the branch to normal \$ 10,110,121 Chilean

pesos (US\$ 20,220). The meeting room and the offices were repaired and then the damaged walls were demolished. The first work was done in less than 4 months and the second in 3 days.

**Talcahuano branch:** There was serious damage on the first and second floors and to the windows and the parking area.

**Work undertaken:** costs to repair the branch to normal \$ 27,029,937 Chilean pesos (US\$ 54,060). The two floors were repaired. The windows, the parking area and then the electricity installations were repaired and the branch was painted. The work was done in 76 days.

**Chillán branch:** There was damage to the walls, bathrooms, the building's façade and metal protection.

**Work undertaken:** costs to repair the branch to normal \$ 5,140,800 Chilean pesos (US\$ 10,282). The walls, bathrooms and façade and metal protection were repaired. The work was done in 20 days.

## MAULE REGION

**Constitución branch:** This branch had to be demolished and a field branch was installed. After the second evaluation, it was determined that there was no connection to clean water or sewage system.

**Work undertaken:** costs to repair the branch to normal \$ 1,750,000 Chilean pesos (US\$ 3,500). The conditions were improved with the connection to the clean water and sewage systems. But the work took more than five months due to the lack of workers.

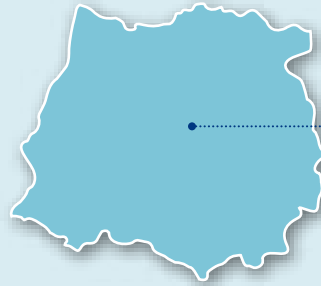
**Parral 1 and 2 branches:** In the first branch, there were cracks but not structural damage, damage in the dividing wall and the dividing fence collapsed. The dividing wall collapsed in the second branch.

**Work undertaken:** costs to repair the branch to normal in Parral 1: \$ 1,199,650 Chilean pesos (US\$ 2,399) and in Parral 2: \$ 270,000 Chilean pesos (US\$ 540). In Parral 1, the dividing wall, the clinic, stucco, paint, installation of tiles and repair of the bathroom for patients were repaired, as well as the installation of the dividing wall. In Parral 2 a prefabricated dividing wall was installed. The work was done in 18 days, leaving both branches operative.

**Linares branch:** There was structural damage to the walls and the ceilings of the offices of the directorate and the midwife, as well as severe damage to the dividing wall and cracks in the hallway.

**Work undertaken:** costs to repair the branch to normal \$ 7,889,700 Chilean pesos (US\$ 15,780). This branch repaired the walls and ceilings with its own resources prior to the damage assessment. Lastly, the walls and the ceilings of the offices of the directorate and the midwife were repaired, as well as the cracks and structural damage. The entire branch was painted. The work was done in 88 days, leaving the branch operative.

**Molina branch:** The house attached to the branch was completely damaged, which represented a danger for volunteers. The dividing wall collapsed.



**Work undertaken:** costs to repair the branch to normal \$ 8,330,000 Chilean pesos (US\$ 16,660). The attached house was demolished. The dividing wall was repaired and a prefabricated dividing wall was installed.

**Cauquenes branch:** The metal dividing wall completely collapsed. There was damage to the lateral walls with cracks, as well as damage to the roofing of the meeting room.

**Work undertaken:** costs to repair the branch to normal \$ 1,408,000 Chilean pesos (US\$ 2,816). The dividing wall was installed. The other work was not able to be done since a fire completely destroyed the branch's main building.

**San Clemente branch:** There was structural damage to the roofing of the main meeting room, which affected the electricity installation and the dividing wall with the access hall. There was damage in the window structures, bathroom attached to the meeting room, tiles, water filtrations and damage to the ceiling.

**Work undertaken:** costs to repair the branch to normal \$ 9,512,714 Chilean pesos (US\$ 19,025). The roofing of the meeting room was repaired. The wood structure with its pine truss and beams and the zinc-aluminium cover and shuttered roof were stripped and varnished. The electric installation was completely replaced and the bathrooms, tile floors and cracks in the pavement were repaired. The branch was also painted. The work was done in 58 days, leaving the branch operative.



## Big changes in the Chilean Red Cross

- Creation of the Logistics department: staff selection, creation of manuals (acquisitions and fleet), processes, equipment, National Collection Centre, fleet of 21 vehicles, 22 volunteers through a NIT Logistics training.
- Strengthening the Executive Directorate (central team and regional directors) with a revision of the Strategic Plan 2013-2018 and revision of the new ChRC statutes.
- Creation of the Human Resources department: staff selection, creation of manuals, equipment and human resources (for example, the establishment of a system to evaluate the work environment).
- Creation of the Information Technology and Telecommunications (ITT) department: staff selection, 220 ITT manuals, 5 GPS equipment, 6 satellite equipment and 2 BGAN, definition of the ITT process, 34 branches with computer/ internet/ intranet equipment, creation of a institutional email, installation of a national HF and VHF radio network (12 HF stations, 62 fixed stations and 16 mobile VHF stations), base and staff, 1 mobile radio base vehicle, 37 volunteers trained as radio operators, and an agreement signed with ONEMI.
- Strengthening of the Finance department with the incorporation of staff, accounting and management software, improvement in the structure and procedures.
- Strengthening of the Communications department with the incorporation of a journalist, improved web page, creation of manuals (institutional image and communications), newsletters and articles in the media, 23 videos of activities, 3 reports on the operation and 3 issues of ChRC magazine published.
- Strengthening the Youth department with the incorporation of staff, improved structures, manuals (educational unit and Club 25); 245 youth reached in 3 regional and 1 national “school workshops”; 50 young people received training in First Aid and Vulnerability and Capacity Assessment; 45 young people reached through workshops on pregnancy prevention and HIV; 1,185 youth in 28 schools and 212 volunteers in 11 branches involved in activities.
- 22 branches and the national headquarters remodeled.
- Strengthening of the Development department with the incorporation of a coordinator responsible for volunteering and PMER (including systems and forms); National Society plans monitored; publication of 16 Operation Updates and several narrative and financial reports for pledge-based donations; 2 surveys on public satisfaction; consolidation of the Committee for the Development of Volunteers; and campaign for the incorporation of volunteers (150).
- Creation of a Resource mobilization committee.
- Creation of a Committee for the renewal/ updating of the Statues.
- Creation of a Governance/ management working group for the Strategic Operational Plan 2013-2018





## FERNANDO LARRAIN, NEW EXECUTIVE DIRECTOR OF THE CHILEAN RED CROSS: “The 2013 plan is to emerge from anonymity”

Fernando Larrain started at the Chilean Red Cross a few months ago, but he knows a great deal about how essential it is for not-for-profit institutions to be able to generate income. He previously worked for several years with the Las Rosas Foundation, which focuses on caring for the elderly. At the same time, he and some friends also founded “Maria’s Mission”, another not-for profit

institution that provides assistance for babies and children between 0 and 4 years who the National Service for Minors (SENAME) removes from their homes due to child abuse.

When asked why he decided to work the ChRC, he said that “joining the institution was a personal challenge. The plan presented of what the institution was doing and all that remained to be done was extremely attractive. I took on this challenge, even though when I arrived I thought ‘What am I getting into?’ since the need for changes was more intense than what we had discussed.”

Today he is more confident that the plan established to achieve self-sufficiency will be successful, thus he affirms that the operation’s end does not seem complicated. He stated “It would have been difficult if people had not believed that the ChRC was going to be capable of generating its own resources and that it would continue depending on external aid. However, in the measure that this mentality has been changing, now with the new teams, with the new equipment, with the conviction that we have to look for our own resources, I think we can do it.”

He states that upon arriving he found an organization that had evolved, but not in an orderly manner. The institution that managed some 500,000 dollars before 27



February 2010 went to administering 12 million dollars. He declared “It was a tremendous impact that was a change from the manner of working, people and their styles, added to this was the outside intervention. The ChRC began to grow. More people and more programmes were brought in and in this process others stayed behind. I entered into a panorama in which the Appeal or the funds from abroad were ending.”

Even as he understands the complexity of this growth, he is critical when evaluating it: “There were people participating who were not well prepared, sometimes lacking professionalism because the tenor of work was implemented in an informal manner. However, the ChRC had grown and it had transformed into something more business-like. That’s the picture I got when arriving. So I focused on studying the ChRC and the people to know who and what we had.”

Due to this, there were several organizational changes, among which some that affected the National Directorate and the Social Welfare area; the latter is now focused on working on the issue of ethnic groups and migration, and is directed by Nicole Perez. Additionally, and perhaps one of the serious changes was in the Logistics area, where a new director Maximiliano Sandoval started and today oversees the warehouse, purchases and the institutional fleet. He adds that “Logistics is a very sensitive area because an essential part of the resources are concentrated there and it had to be made orderly.” Finally budgets by area were created and the Social Responsibility area changed its name to Resource Mobilization.

He also announced that there would be an external audit in May: “It will review all the

issues of financial accounting, procedures, and protocols, and at the same time, will visit the regional committees. It will be an analysis of all of 2012 and we will have a standard to review each year. This will make the activities transparent, establish norms and will make everyone more serene.”

Larrain hopes that by March 2013, there will be a clear organizational chart to be able to start the main tasks that the Executive Directorate has designed.

**- What are the major plans for 2013?**

- After speaking with everyone and to go to the field to see what was being done, I realized that it was necessary to work on a Strategic Plan. I arrived for the final discussion on this plan, but I was able to provide some ideas. These mainly consisted of the following: 1) youth have to be recruited and better integrated into the organization, 2) we should work more on adaptability so that youth as well as staff who are already in the ChRC can adopt a manner of joint work that is aligned with the

current needs, 3) achieve increased modernity and professionalism, in other words, people who really know their areas of work and that combine them with new technology, 4) self-sustainability.

Regarding self-sustainability, Larrain explains: “Any organization of this type needs resources. If they do not have them, they cannot develop their own work and fulfil their mission. In this area, we are still fragile. We have an almost 87% dependence on international resources. If by chance, someone decides that there are no more funds, this would practically come to an end. And this should not happen.”

**- What do you have planned to attract more resources?**

- For example, we don't have members so we need to make a plan regarding this. What is happening with strategic companies? Well, we have a couple, but not much more. So that it is an area that needs work. What happens with the events? Something was held last year... We have defined four







events for this year: 1) the annual collection, 2) the appreciation dinner for companies, 3) a health seminar and 4) a fashion show. Furthermore, we have a school, located in Independencia, with its own tax identification number. It teaches first aid courses and it has to be promoted.

At the level of members, the modification in the web page will be used to include a banner to make bank transfers and donations through Transbank. We have a plan on this that will begin in July, but prior work is needed to become known since no one wants to be a member if they don't know who you are. It's the same with the events. I have left the issue of companies second in line. I want to participate in three industries: mining banking and fuel. But I want to participate in an intelligent manner. All of us are interested in our brand, but we cannot do anything yet. First we have to polish our ideas and not move rapidly in these types of decisions since they are strategic.

**- Work has to be done so the ChRC is more known.**

- We ask how we are viewed because to attract resources, you have to be on people's minds. That's what wrong with us. I found out that we are viewed as an old institution with a large trajectory, yet circumscribed to basic work in hospitals. Definitely, we have not known how to communicate what we do. Despite doing important things for the community, we haven't achieved visibility. So I determined that we had to create a communications plan and I also took up the reigns of the commercial end.

In strategic communication, we are improving the façade. Furthermore, we hung a giant banner on the East wall that will change according to our activities and we will have institutional material (ChRC notebooks) to use as advertisement. We signed a pre-agreement with Cineplanet to show an institutional video and in exchange the ChRC will provide first aid courses for their staff. I hope that this issue is settled in April. Lastly, we want to improve contacts with authorities to determine which resources we can solicit this year. The 2013

plan is to emerge from anonymity and this goes in hand with obtaining resources.

**- How have these changes been received in the regions?**

- I have been in the regions and I perceive that they have been well received. People are waiting for a change. In the beginning some appeared sceptical, but now they are aware that it might be good to emerge from this anonymity. In some cases it will not be easy since there are branches that are extremely autonomous. But I think that in the measure that they observe that there is a directive, progress and things are working in central headquarters, they are going to get on board.

**- What would make you satisfied this year?**

- I want there to be a willingness to work. That's what this change of façade means. We have to change the culture, the form and the switch, and one has to believe that we are an institution that can do much more with our own resources and without depending on others. We can obtain funds and decide what to do with them.

I would be satisfied if I knew that the people who work with me are absolutely convinced and I would feel compensated if we achieve small successes that unite us. This is true teamwork.

I think that the ChRC has an enormous challenge this year. I'm interested in taking it on and we will reach it in the measure that we have the appropriate people and we commit ourselves to the organization and believing it is possible. In the past, it was believed in keeping a low profile, but I think that everyone now knows that something else is required.

## Financial Overview of the Operation



The chart on the next page impels us to show our particular gratitude to the American Red Cross, the British Red Cross, the Canadian Red Cross, the Kuwait Red Crescent Society, the Swedish Red Cross, the Japanese Red Cross Society, the Spanish Red Cross, the Finnish Red Cross and the Norwegian Red Cross, which provided unearmarked and earmarked funds or in-kind donations and transport.



### Contributions received for the Chile Earthquake 2010 Operation Appeal

Monetary contributions	
American Red Cross	2,709,823
Andorra Government	28,694
Andorran Red Cross	13,759
Argentine Red Cross	221,694
Australian Red Cross	180,601
Austrian Red Cross	1,029
British Red Cross	1,677,969
China Red Cross, Hong Kong Branch	73,579
China Red Cross, Macau Branch	13,400
Croatian Red Cross	97,673
Danish Red Cross	59,424
Finnish Red Cross	28,472
Great Britain - Private Donors	71
IFRC at the UN Inc.	90,945
Irish Red Cross Society	9,204
Japanese Red Cross Society	533,203
Kuwait Red Crescent Society	1,905,040
Liechtenstein Red Cross	730
Luxembourg Red Cross	4,175
New Zealand Red Cross	436,848
Norwegian Red Cross	22,697
Online donations	44,685
OPEC Fund For International Development	230,883
Peruvian Red Cross	894
Qatar Red Crescent Society	9,559
Red Crescent Society of the United Arab Emirates	5,304
Red Cross of Monaco	50,576
Red Cross of Vietnam	15,955
Singapore Red Cross Society	213,162
Slovenian Red Cross	1,601
Swedish Red Cross	1,032,650
Switzerland - Private Donors	323
The Bahamas Red Cross Society	3,723
The Canadian Red Cross Society	2,110,881
The Netherlands Red Cross	238,150
The Republic of Korea National Red Cross	110,920
United States Government – USAID	836,179
United States - Private Donors	161
Venezuela - Private Donors	2,766
VERF/WHO Voluntary Emergency Relief	2,500
<b>Total Monetary contributions</b>	<b>13,019,901</b>

In-kind contributions and transportation	
American Red Cross	136,358
Austrian Red Cross	15,823
British Red Cross	106,210
China Red Cross, Hong Kong Branch	54,083
Luxembourg Red Cross	108,886
Norwegian Red Cross	703,556
The Canadian Red Cross Society	666,222
The Netherlands Red Cross	247,562
<b>Total In-kind contributions and transportation</b>	<b>2,038,700</b>

Other income	
IFRC at the UN Inc. allocations	2,086
Programme & Services Support Recover	3,307
<b>Total Other income</b>	<b>5,393</b>

ERU contributions	
Japanese Red Cross Society ERU in BHC	1,585,118
Finish & Norwegian Red Cross ERU hospital	1,171,131
Spanish Red Cross ERU in BHC	1,291,952
Spanish Red Cross ERU in Logistics	174,206
<b>Total ERU contributions</b>	<b>4,222,407</b>

Total Appeal Funding	
A1. Monetary contributions	13,019,901
A2. In-kind contributions and transportation	2,038,700
A3. Other income	5,393
A4. ERU Contributions	4,222,407
<b>Total Contributions received</b>	<b>19,286,401</b>



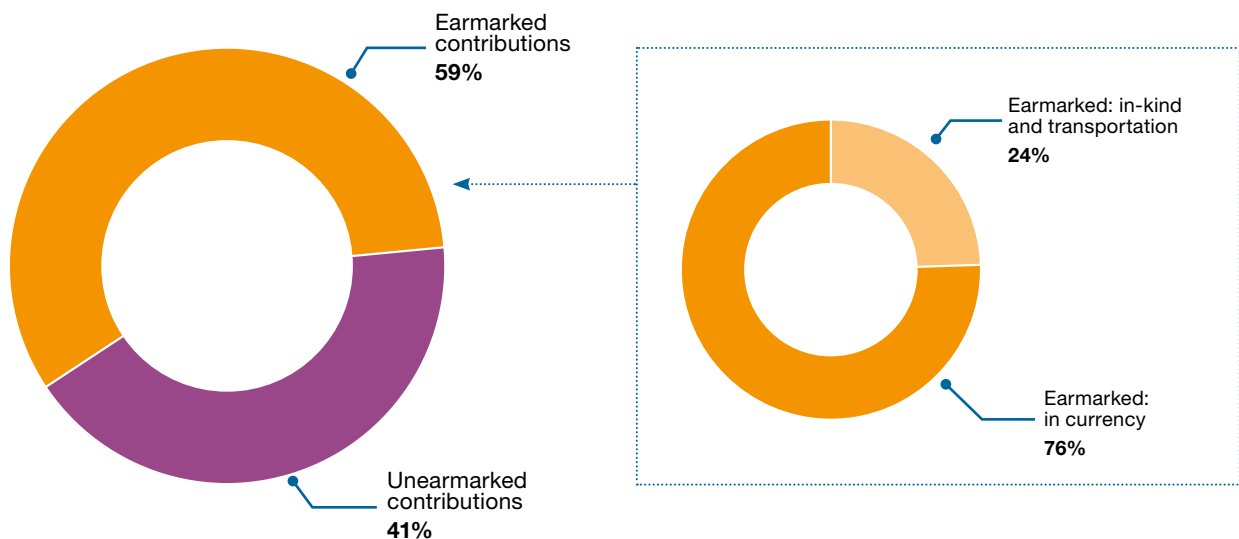


## Appeal Coverage

The Appeal coverage is essentially divided into two categories: a) unearmarked and b) earmarked to specific activities of the Appeal Plan of Action.

The distribution of each of these is presented in the following chart, considering the in-kind donations and transportation as part of the earmarked funds. The figures show a total of 6,169,484 Swiss Francs (CHF) in unearmarked funds and 8,894,510 Swiss Francs in earmarked funds, of which 2,145,001 Swiss Francs correspond to in-kind contributions and transportation.

**Chart 8.** Contributions received by type



## Distribution by area

The opportunity to plan activities with the ChRC almost from the start allowed the budget to have a clear identification of which areas corresponded to each of the funds and how their implementation would be achieved.

The following chart indicates the percentage of implementation by areas, which is directly related to the operation's objectives. Prior to this, some specifications regarding each area will be explained.

**Emergency Phase for a total of CHF 4,673,220 Swiss Francs:** The period continues through July 2010. Starting in August, jointly with the budget review, a coding structure was implemented in the National Society planning. This allowed the monitoring of the expenditures from each of the detailed areas.





**Shelter for a total of CHF 3,714,011 Swiss Francs:** This considers the expenses related to the distribution of the ReD card and the needed operative costs for its implementation, whether that was staff, transportation, logistics or general expenditures.

**IFRC office for a total of CHF 1,696,246 Swiss Francs:** This considers the expenses that the office generated (expatriate and local staff, monitoring transportation, circulation of documents, coverage of missions of staff from other IFRC offices, etc.). It should be mentioned that items are also included in this expense line that were not in the National Society's planning. For example, these include ChRC staff missions abroad, planning meetings at the executive level and government bodies, which allowed for the charting of the route towards the 2012 National Assembly and its positive results, as much in accounting as in the transparency of the presidential election process.

**Strengthening of the National Society for a total of CHF 1,491,048 Swiss Francs:** This expense line ranges from the reconstruction of branches damaged by the earthquake, the remodelling of the Chilean Red Cross warehouses and some offices in the central headquarters, staff of the service areas of the National Society (Logistics, Finances, Human Resources, Administration, ITT), as well as these areas' activities. It also covers general offices costs, communications, and maintenance of vehicles not assigned to specific areas.

**Livelihoods for a total of CHF 1,050,322:** This considers that costs related to the Agricultural ReD card and the planning related to the area of Livelihoods, as well as the operative costs needed for its operations (staff, transportation, vehicles, logistics, general expenses).

**Water, Sanitation and Hygiene Promotion for a total of CHF 530,119 Swiss Francs:** The expenditures presented in this budget line correspond to the installation of water towers, water, latrines, training of NITs in PHAST, maintenance of equipment received in the emergency phase (purification plants), construction and readjustment of water wells, family and student kits, among others, as well as the operative costs for its correct implementation.



**Health in Emergency for a total of CHF 300,662**

**Swiss Francs:** The expenditures in this area are related to training in first aid, equipment and materials for the Chilean Red Cross volunteers, CBHFA activities, NIT workshops in psychosocial support, and operative costs and staff required for its implementation.

**Risk Management for a total of CHF 194,622**

**Swiss Francs:** This area had the following expenditures: workshops in general NIT, VCA, DANA, BAGeR, CPI, Prepared Family, in addition to the implementation of community awareness micro-projects, as well as equipment such as the Prepared Family, printing and circulation of documents, among others, and the needed

operative costs corresponding to the area.

**Volunteering and Development for a total of CHF 163,557 Swiss Francs:** These expenditures are primarily oriented to training workshops for volunteers, training camp, printing of materials, project creation, self-care, equipment for the Chilean Red Cross branches and some community micro-projects, such as the campaign to recruit new volunteers and operative costs corresponding to planning in this area.

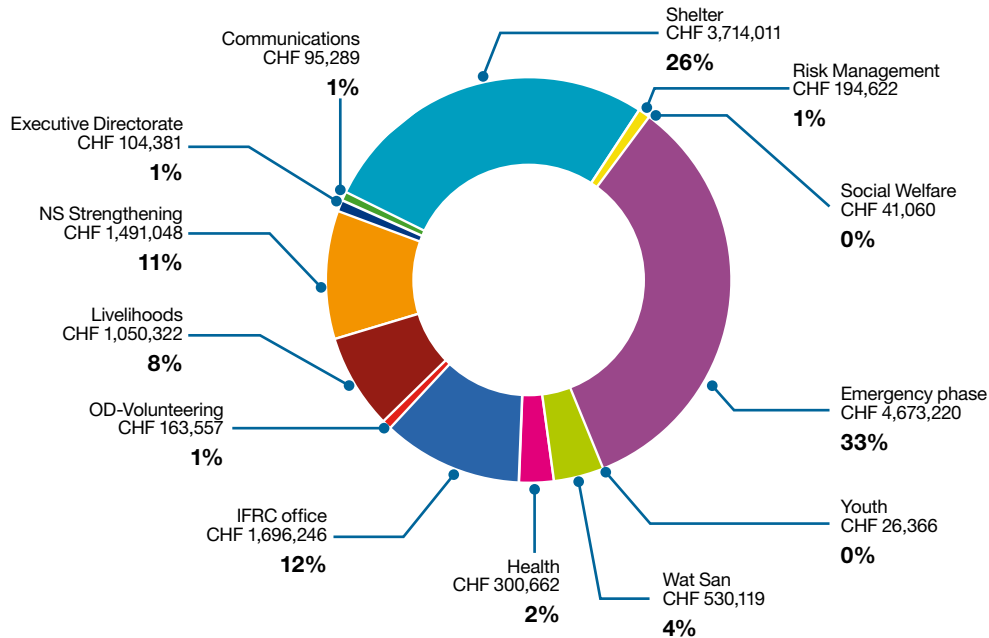
**Executive Directorate with a total of CHF 104,381 Swiss Francs:** The Chilean Red Cross in its new structure needed a Regional Executive Directorate in the areas affected by the earthquake. The main objective was to support the Regional Committees and the branches to achieve improved communication with the central headquarters, in addition to providing needed support related to other institutions at the local level. This budget line mainly considered staff costs, transportation and mobilization of the Regional Executive Directors.

**Communications for a total of CHF 95,289 Swiss Francs:** These expenditures relate to the printing of the Chilean Red Cross communications manual, staff in the area, maintenance of the National Society web page and some events that aimed to increase the institution's presence.

**Social Welfare for a total of CHF 41,060 Swiss Francs:** This considered activities in 2010 and 2011 mainly related to the elderly, volunteer training and expenditures associated with staff, transportation and general office costs.

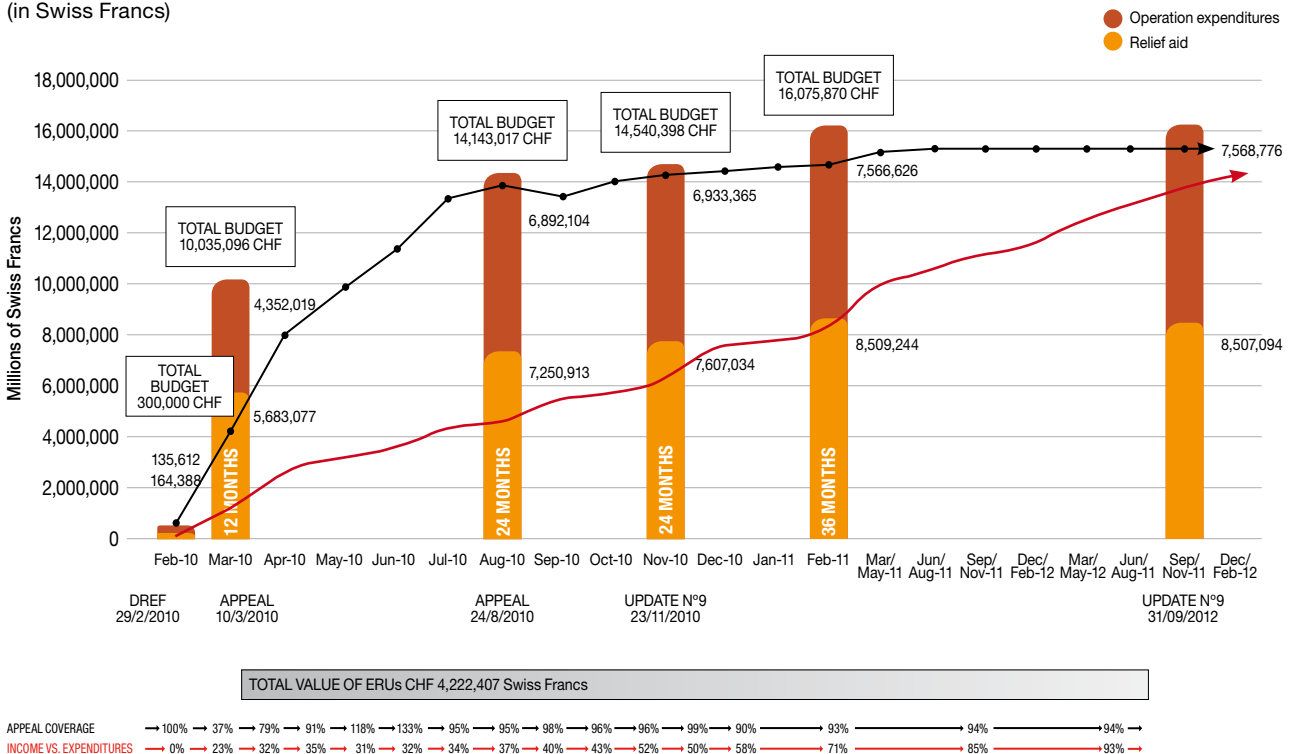
**Youth with a total of CHF 26,366 Swiss Francs:** It should be mentioned that the Youth area as been involved in all of the activities of the other areas, which meant that expenditures were for workshops in schools, office material for the branch youth departments, certain costs in the Youth as Agents of Change workshop (since this received funding from another project), as well as the costs of staff and transportation to advance with this department's planning done in central headquarters.

**Chart 9.** Expenditures by area as registered through 31 January 2013  
 (in Swiss Francs)



Source: IFRC.

**Chart 10.** Budget evaluation  
 (in Swiss Francs)



Source: IFRC

The response to the IFRC Appeal for the 2010 earthquake in Chile received a more than satisfactory response. Regarding contributions, the Operation Earthquake Chile 2010 achieved nearly full coverage of the Appeal with 94%.

Approximately 87% of the coverage for the most part was received during 2010 that allowed for the planning of activities together with the ChRC, the extension of the period of the operation to 36 months, and the obtention of high performance levels and optimization of each of the contributions. The implementation in some budget lines, however, was somewhat more delayed. Yet, this can be seen as positive as it allowed better development and evolution of the National Society's capacities. Thus, the budget execution standards were 80% met.

The latter was possible thanks to the International Federation team's continuous monitoring of activities as well as budget execution.

The exchange rate became an inconvenience. During 2011, the delay in the reception of resources committed to the Operation led to the loss of approximately 100,000 Swiss Francs as a consequence of the global market exchange rate in relation to the local currency (Chilean pesos), currency in which the main expenditures were made. The exchange rate has partially recovered.



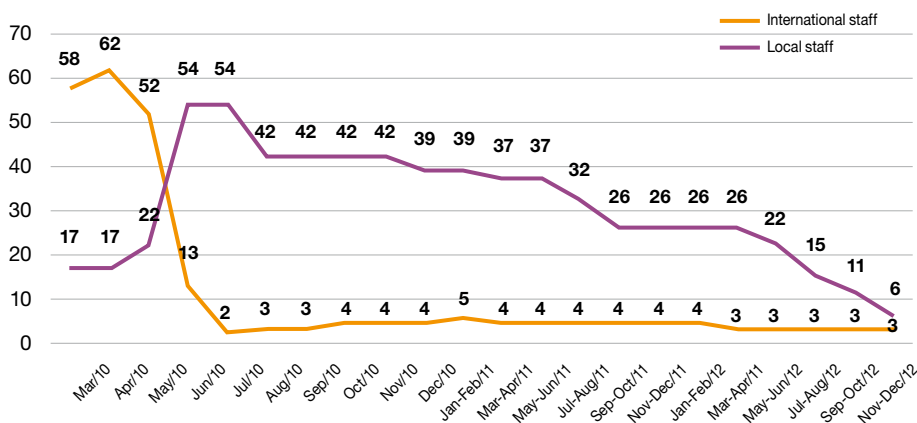
Despite the budget revisions, the fulfilment of the objectives was surpassed, the proportion of annual expenditures were positive, and with donor approval the carry-over sum will be used to continue strengthening the ChRC in diverse activities established in the 2013-2014 Country Plan.

Strategy 2020 presents enabling actions for the fulfilment of its strategic objectives. There is a section in Enabling Action 3 (function effectively as the International Federation) on Our Accountability. In this light and within the framework of the Appeal for the Chile Earthquake, external audits—done by the KPGM company—have been conducted yearly from 2010 to 2013.

No observations were made on the 2010 and 2011 audits. The conclusions of the audits are available at:

<http://adore.ifrc.org/Download.aspx?FileId=21538>.

**Chart 11.** Quantity of international and local staff in the Operation



Source: IFRC

The above chart shows the variation in local and international staff that occurred between the emergency—which ended in June 2010—and the following stages of the operation. The presence of foreign staff increased in the beginning due to the emergence of technical needs and specialists, who accompanied the ERUs. Later, the foreign staff considerably decreased, giving way to an increased presence on the part of the ChRC. Concurrently, the support team was reduced, which was the same group that remained until the end of the operation. As can also be noted, part of the local staff finalized their tasks while others have remained as staff for the National Society, and funded as such.







## Gustavo Ramirez, IFRC representative, takes stock on the second half

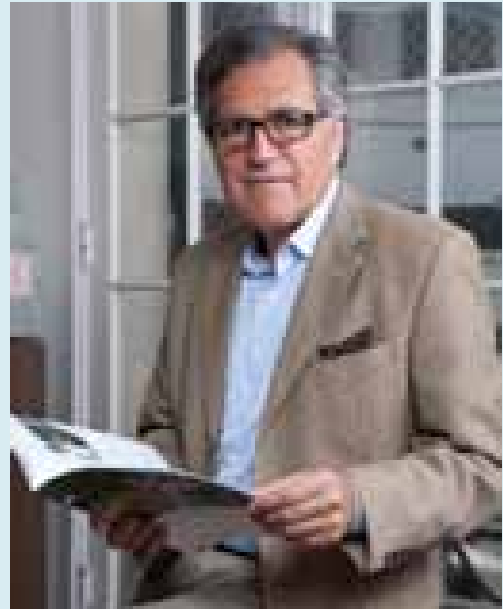
The International Federation of Red Cross and Red Crescent Societies (IFRC) will continue working in Chile. Now it will be from a small office, but with well-defined tasks. This is what Gustavo Ramirez, IFRC representative for Chile and Paraguay, explains, but not before taking stock of the operation that is ending after three years in the country.

### - What benchmarks stand out for you in these three years and why?

- It's not easy to summarize these years. I think that it has been intense work where we have tried different methodologies, and which, in my opinion, have had good results. An important lesson for us as the Federation is that an operation like that implemented here in the Chilean context can be managed differently. When we arrive as part of an operation, it's essential to conduct an assessment of the conditions that exist in the country and not necessarily act according to pre-established routines. That's what we did here. We recognized that Chile had achieved important progress that it has human resources and capacities — despite having been affected by such a large disaster and that the political circumstances were unusual. Despite this, there was infrastructure and capacity that could be used and then we defined a different work strategy.

For us as the Federation, it has been extremely important because it indicated a different path for operations management. If the conditions and the context allowed it, we did not need to be executants in a relief operation. We can be advisors and collaborators aiming to reinforce the National Society capacities in a manner that it can take on the bulk of the operation. At the same time, we fulfil a monitoring role, given that the resources provided (nearly 17 million US Dollars) were given to the Federation and as such, we were responsible and rigorous with regards to the donors.

### - What impression did the donors have of this operation?



- In general terms, I think that they are satisfied because the results were achieved with relative speed. We can show percentages that surpass 100%. In other cases, we have been extremely successful in trying new methodologies, optimizing resources provided, and reaching more beneficiaries. Thus, I think that for the donors this is an operation that was properly managed. They have come; they have visited; and they are satisfied. However, everything should be analyzed from a critical viewpoint since there are always things that can be improved. For example, we will conduct a global audit because I am completely confident that the resources have been handled in a correct and austere manner. We have the obligation to state to the donors: "You gave us 10 and this is how they were used".

### - What happens now after the end of the operation?

-Technically we have concluded a period in a good manner, complying with the planned tasks. This operation taught us something that allowed us to make an extremely valuable decision: at the end of this operation, the Federation will not

disappear from Chile. It has decided to stay and have a permanent office, currently for an undefined period of time, with two objectives: 1) Continue supporting the ChRC in its development and positioning in the country; 2) We think that in Chile it is possible to develop some areas of strategic interest, such as humanitarian diplomacy, contact with government bodies, make strategic partnerships to develop issues such as improving the laws related to disasters, civic-military relations, other international bodies and the relationships with companies that want to develop different ideas.

**- Is there some area that is essential to develop this year?**

- There are three. One is the issue of civic-military issues because we are convinced that when there is a catastrophe, the State via the Armed Forces has a role to fulfil. Knowing one another better, observing our routines, we believe that it will be possible to establish partnerships before the event occurs and this could facilitate coordination in a larger emergency. The second sphere is that the country needs to review its laws and regulations to modernize the management of humanitarian aid, internally or when international support is given. For example, there is the issue of the the civil protection law, within which we think that we can make a contribution. The third aspect is corporate social responsibility. Chile is growing economically and in this scenario we are convinced that companies want to have a role, but they need counterparts that merit trust. We think that we can be of interest to them.



MICHELE DETOMASO, COORDINATOR IN CHILE FROM 2010 TO 2013

**Considerations by an operation coordinator**

I have finished my mission as coordinator of the Operation Chile Earthquake, after 32 months living in the country, together with its people, coordinating teams and allowing a commitment to be made.

Before any reflections, my gratitude to the Chilean Red Cross that has believed in this great opportunity, as well as to the team from the International Federation of Red Cross and Red Crescent Societies (to my supervisors and the delegates), and finally to my family that has supported me during the fulfilment of this mission.

The operation has been characterized by a “new philosophy” and quite a bit has been written about it. However, this is not the case regarding the role that I have played— in a certain sense of that of a manager—that has signified a particular challenge. I am referring to being a facilitator of situations and reactions while at the same time implementing coaching in a work culture that demands great personal presence. This was done together with a limited number of team members who are multifunctional beyond each person’s individual expertise and while the established rules and regulations remained in effect. This has meant assessing innovative work with standard parameters or as I stated in my interview for this position: “I accept the challenge of playing basketball with my hands tied.” And I can attest that it was like this.

The benchmarks that I want to highlight regarding the mission in Chile were wider than the Appeal objectives, which have been described well in this report. A sustained modernization of the National Society management was undertaken, creating and consolidating several essential departments (Executive Directorate, Human Resources, Information Technology/ Telecom,



Communications, Logistics, Finances, Planning- Monitoring- Evaluation and Reports), which has permitted empowerment considering three pillars: people, material and processes. However, this would not have been possible without the development of a work culture that acquired professionalism as its foundation, founded on continual training, shared objectives, ethics and management capacity of

emotional intelligence, which has allowed for continual moving forward, despite the normal change of people and the emergence of some difficult situations.

It could be said that this process has overcome negative individualism and strengthened the structure as a representation of a vision and mission in which the seven fundamental principles of Red Cross always make a difference. The various forms of support provided to the ChRC government body were always cautious and upon request, with the awareness that the mere perception of intervention could damage all the work.

Decision making and daily actions are the proof that the concept that promoted a separation between the government and management bodies is currently incorporated. However, this is always a continual challenge for everyone. What appeared as normal coordination between the National Society, the International Committee of the Red Cross (ICRC) and the Participating National Societies (PNS) was not always easy, but the message has been maintained: the Secretariat is here to serve and the Movement is one. This has allowed moving beyond the operation.

Personally, I am satisfied with how much I have grown. To observe the National Society, always with a coaching

focus has allowed me to experience formal and informal communication as a training instrument. To perform the role in this form, I hope to have been able to collaborate in the search of other individual paths towards reaching the objectives. I have not always had the same level of enthusiasm, patience and optimism, but I hope that the permanent search for internal strength has stimulated a sort of lived professionalism that is a responsibility to others. Responsibility, respect, coherency and fulfillment and above all human dignity were the traits of the work culture that I always valued.

In the work with the team of delegates, modesty aided in the change and acceptance of other ideas to transform the manner of personal work, breaking out of pre-established schemes. Undoubtedly the selection of a coherent, motivated and committed team having this new philosophy was central. For my part, I tried to maintain a suitable work environment even as I could not always ensure all the personal and labour conditions. This means that each delegate had a task and job and thus, knew how to do it better than I. So my responsibility was to permit his/her best performance and make all of the work focused on the achievement of outstanding results. It is not about adding up tasks, but rather multiplying talents and capacities. I hope that it has been understood in this manner because that is how I understood it and what I aimed to do.

These almost three years have confirmed the value of going after dreams while at the same time being realistic about the time available and accepting unexpected human and social dynamics. Contextualizing everything in the day to day and seeing the impact up close has allowed us to keep on track. It has been a path characterized by humbleness, not stealing the limelight, and believing in people and teamwork. This does not eliminate but rather widens the demand for professionalism with firmness and respect. I am convinced that “if one does not take risks for one’s ideas either the ideas are valueless or one is lacking in bravery.”

Apologies, silences, time and conditions are things that certainly are always more needed. I hope that we learn to live the everyday as the

everyday and not as an emergency and move away from a reactive attitude. Believing in the volunteers is the rationale of the institution. Good resource mobilization allows for the provision of high-quality humanitarian service—it’s not humanitarian if it’s not high quality—and is a challenge to demonstrate everyday.

Some words on the Federation (the secretariat) in the Americas: I hope that decentralization continues being experienced as an attitude, service to the members as our ethics and that structures are appropriate to needs and providing pertinent and timely services. I have always tried to be part of the solution and not the problem, which is why I believe that criticisms are a contribution when they are constructive and respectful.

I hope that this experience shows that what others have indicated in the past can be reverted; in other words, that large operations and international presence cause more damage to National Societies than benefits. On the contrary, I see the ChRC today stronger, more capable of providing pertinent and sustained services for vulnerable people and for the time required.

Concluding these considerations, I ask the question: How much of a risk do they want to take? But as is fair, it’s not for me to answer.



## Continue working with increased commitment



I have been a volunteer in different positions for more than 33 years and since 2009, I am President of this great institution. Due to this, I have been a privileged witness to the significant changes that have taken place in the past three years in the Chilean Red Cross.

We have shifted from a simple model emphasizing training and providing first aid to the current more complex and demanding model, which requires prevailing over diversity to work in the field together with the people affected by emergencies and disasters.

We have taken on this challenge as an opportunity to professionalize services, consolidate the organization and seek self-sustainability that allows continuing with autonomy guaranteeing the labours for future generations.

A great deal remains to be done and that is why the following five strategic pillars have been defined: Increase the adaptation of the Chilean Red Cross to society's reality. Insist in self-sustainability to achieve economic independence, which allows us to continue our humanitarian mission. Incorporate more young people without losing experience, but being attractive for their aspirations. Support more modernization since progress is needed to incorporate new technology and priorities. Foment professionalization since we have to set high-quality standards and procedures so that our labour is increasingly recognized.

In my role as National President of the Chilean Red Cross, I would like to express my deepest gratitude to all the volunteers of this institution for the dedication and unconditional support to this noble cause, who during three years have worked without pause to achieve the commitment that we have to help

the community, without abandoning our fundamental principles, which are what guides us in the ideal of service that our founder Henry Dunant achieved by undertaking this great crusade of love and humanity.

In my trips to the field, I was able to observe the volunteers' efforts, working day and night to support those people in situations of vulnerability, overcoming even their personal and familial needs and requirements. I am proud to be one of all of you and as such, I invite you to continue working for the future as we have done for the past 109 years.

**Lorenza Donoso**  
National President of the Chilean Red Cross



## 27 February 2010: the challenge makes the difference

All disasters have their own characteristics that make them distinct from others and thus, should be addressed in a particular manner. However, the experience or the history of other disasters are extremely useful and help to make decisions with increased security and a lower level of errors. However, the context in which a disaster is produced; the country's history; the traits; the collective awareness of the affected population; the development of institutions; the installed political, economic, and administrative capacities, to mention some of the important factors, add elements that should be considered in the response planning and management.

The disaster on 27 February 2010 was distinct. The challenge that arose was in consequence different, as well as the manner in which we decided to address it and that lessons that these three arduous and continuous years of work have left us.

The earthquake and tsunami that hit Chile with devastating consequences was of an intensity that categorized it as one of the six most potent that had affected the planet (8.8 on the Richter scale). Its 3.3 minute duration was also considered extreme. The dispersion of its impact caused destruction and spread panic in very distant and diverse locations. The quantity of people who died or disappeared (526 people) fortunately did not correspond to the force of the earthquake or the tsunami waves (up to 25 metres in height). The economic cost, 30 billion US Dollars, equivalent to 12.5% of the GDP is the highest registered in the history of Chile.

Additionally, the disaster occurred a few days before a planned change of government.



The disaster found the country in poor technical conditions to manage the immeasurable work that needed to be done. Furthermore, what occurred demonstrated the vulnerability levels of the population that were unknown or denied by many, which following the disaster had become apparent. The Chilean middle-class was extremely affected by the earthquake and posterior tsunami, which added one more complication to the management of the response. In other words, Chile was not prepared to face a mega-disaster such as this.

As we became aware, the scenario was complex and distinctive. The challenge was posed. There was no time to lose since the affected population needed a rapid, efficient and dignified humanitarian response. The Chilean Red Cross, with the mission to alleviate human suffering in any circumstance, resorted to the capacities it had and decidedly mobilized them, but understood that it needed the solidarity of the International Red Cross Movement, which was not delayed more than the 24 hours before arriving in the country.

There were two lines of work or challenges that followed. The first, and of course the most urgent and pertinent, was to give a short and medium-term response to the humanitarian needs, to people and vulnerable groups affected by the disaster. This first task was done in a coordinated manner with the country's authorities and as much as possible in dialogue with the affected population. The second line of work was to "use" the disaster scenario and the crisis as an opportunity to develop and strengthen the Chilean Red Cross and leave it better prepared and positioned to fulfil its humanitarian mandate.



The question that then emerged was how to combine these two challenges and to methodologically ensure that both axes of action could be simultaneously maintained. One fundamental condition was the Chilean Red Cross's willingness and leadership clarity to accept these challenges and agree to IFRC support. For the International Federation, this implied defining a different work strategy for what took place in Chile than those used in other mega-disasters. It was necessary to be flexible and adapt to a distinct scenario.

Today, looking back retrospectively, and attempting to retrace the history of the past three years, it could be said that the first measure taken was to guarantee the "appropriation" of the operation by the Chilean Red Cross. For this, the role of International Federation officials fundamentally had to be one of assistance, technical support and monitoring to ensure that the resources allocated to Chile were used in line with the international norms and standards, International Federation policies and work methodologies, and the vital objectives of our Strategy 2020.

While true that in the first three months, there was a strong presence of international delegate specialists who played more of an implementing role than assistance, which was product of the urgency of rapidly responding to the humanitarian needs of

moment. Following this response phase, the responsibility for the management and implementation of the plans for the following 33 months was completely handed over to the National Society, and as a consequence the International Federation technical team was reduced to a minimum.

Working under this premise or model was a challenge. Many of us had been trained to manage and implement. However, once the responsibility was handed over to the Chilean Red Cross, our role had to be different and for this, it was necessary to understand the reasons of the change of focus or philosophy. We became convinced that a well-managed crisis or disaster could and should create development. Furthermore, we immersed ourselves in the willingness of the Chilean Red Cross to want to transform itself, grow and come out strengthened. In this manner, we slowly articulated a model of work that implied fomenting new skills, reinforcing existing structures and promoting the creation of new areas, in line with the needs that emerged from a reality that we began to get to know.

We learned to be advisors and also to work as coaches. We learned to be more empathetic, to believe in the potential of the National Society, to work closer without losing our identity or imposing unfamiliar styles. We learned to listen and to dialogue between peers. In other words, we learned to work and grow together.



This process of joint leaning was not linear nor a permanent success. It had its ups and downs. We undoubtedly had them. However, I am convinced that mutual respect, generosity and professionalism always based on our values and principles always helped us to overcome differences and find the road to development.

Chile is developing; its institutions are growing and modernizing. However, it is also extremely true, and the disaster made it evident in a crude and painful manner, that there are still sectors of the population who live on the margins of this progress and it is obviously a pending prioritized task that urges correction so that Chile grows in harmony and without the exclusion of anyone.

The Chilean Red Cross, as a humanitarian organization of civil society and as an auxiliary body in humanitarian issues to public authorities obviously has to grow. Under no circumstances can it remain embedded in a past that was successful in many ways. Society's new demands, the new vulnerabilities of a population in movement, the new challenges that emerge from urban growth, climate change, migration, etc. demand a Red Cross that is more modern, professional, visible, and committed to the communities that still live in abandonment, obscurity or suffer the consequences of an unequal development. The Chilean Red Cross established this challenge and did so in a context in which it also proposed to alleviate the suffering and pain of people affected by 27 February 2010. A double challenge that demanded willingness, energy, capacity to adapt, creativity, trust in the decisions taken, but also in the ability to innovate and try different manners of working.

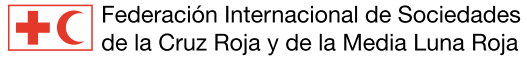
When we stop to evaluate what has been done, we are satisfied to confirm that the primary objective of responding to the humanitarian needs of the most vulnerable affected people was reached. But even more so, it is extremely encouraging and inspiring to be able to see that the Chilean Red Cross arrived in communities and stayed to work with them. This change in focus puts this organization in the real role that is appropriate for it in Chilean society and it also makes it more pertinent for the country.

Additionally and in line with the previous point, we can confirm that the scenario of the disaster was employed to launch a modernization and professionalization process that should continue and that puts it in a different position from that which existed prior to 27 February 2010. The Chilean Red Cross has managed to merge its past history of undeniable importance to its current work, adding in its expectant future. This organization is in full development. Its leaders and volunteers have understood the importance of the changes and are willing to consolidate their achievements and continue moving forward.

For the officials of the International Federation secretariat who have had the privilege of accompanying the Chilean Red Cross during these three years, this has been a time of permanent learning and growth. It was work to risk to do things differently. The strategy chosen for this reality was correct and it has resulted in many lessons learned. Knowing how to read the contexts and when they are different is needed; one should not have doubts about using distinct models of working. The development of a new philosophy does good things to an organization that has so much history.

The challenge remains to ensure these achievements and also to test what we have learned in other locations. Given the importance of that accomplished in Chile, the International Federation has decided to remain in the country to support the strengthening of the Chilean Red Cross. History doesn't end here. Perhaps it is starting again.

**Gustavo Ramírez**  
IFRC Representative for  
Chile and Paraguay





## How we work

All International Federation assistance seeks to adhere to the Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGO's) in Disaster Relief and the Humanitarian Charter and Minimum Standards in Disaster Response (Sphere) in delivering assistance to the most vulnerable.

The vision of the International Federation is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

[www.ifrc.org](http://www.ifrc.org)

**Saving lives, changing minds.**



During the following ten years, the International Federation will collectively focus on achieving the following strategic objectives:

1. Save lives, protect livelihoods, and strengthen recovery from disasters and crises
2. Enable healthy and safe living
3. Promote social inclusion and a culture of non-violence and peace



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**CHILEAN RED CROSS**



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