

# Anguilla

## Interim national progress report on the implementation of the Hyogo Framework for Action

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# Strategic goals 1

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## Area 1

*The more effective integration of disaster risk considerations into sustainable development policies, planning and programming at all levels, with a special emphasis on disaster prevention, mitigation, preparedness and vulnerability reduction.*

### **Strategic Goal Statement:**

"To provide a management framework of institutional structures and operational mechanisms and a package of recommendations that will enable the Government and people of Anguilla to significantly reduce vulnerability to hazards of all kinds by employing a well coordinated series of initiatives with the intention of supporting sustainable development of minimizing losses to hazard impacts through the concepts and principles of Comprehensive Disaster Management (CDM)."

liaise with persons and organisations within and without Anguilla for the purpose of exchanging information and facilitating the harmonisation of the policies of such persons and organisations with those of the Government relating to the management, prevention and mitigation of, preparedness for, response to and recovery from emergencies and disasters in Anguilla;

## Area 2

*The development and strengthening of institutions, mechanisms and capacities at all levels, in particular at the community level, that can systematically contribute to building resilience to hazards.*

### **Strategic Goal Statement:**

To provide for the effective organisation of the preparedness, management, mitigation of, response to and recovery from emergencies and disasters, natural and man-made, in Anguilla and for related purposes.

conduct programmes of public information and education on the mitigation of, preparedness for, response to and recovery from emergencies and disasters;

conduct investigations, studies, surveys, research and analyses relating to ecological systems and environmental quality, and shall document and define changes in the natural environment as these relate to the likelihood of disasters in Anguilla;

## Area 3

*The systematic incorporation of risk reduction approaches into the design and implementation of emergency preparedness, response and recovery programmes in the reconstruction of affected communities.*

### **Strategic Goal Statement:**

co-operate with non-government organizations and other private sector entities to develop and draw up a comprehensive plan for response to and recovery from emergencies and disasters in Anguilla;

procedures for coordinating an organised recovery after an emergency or disaster has impacted upon

Anguilla;

## Priority for action 1

*Ensure that disaster risk reduction is a national and a local priority with a strong institutional basis for implementation.*

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### Core indicator 1

*National policy and legal framework for disaster risk reduction exists with decentralised responsibilities and capacities at all levels.*

#### Level of Progress achieved:

4: Substantial achievement attained but with recognized limitations in key aspects, such as financial resources and/ or operational capacities

#### Description:

Disaster Act Passed 2007, on going policies in development, regulations in process; Hazard Inspection programme instituted

#### Context & Constraints:

Ownership of Mitigation programme not committed to by Planning

Supporting document:

Citation of Dangerous Situation (2009)

[http://www.preventionweb.net/files/2505\\_DisasterManagementDANGERNotice2009.doc](http://www.preventionweb.net/files/2505_DisasterManagementDANGERNotice2009.doc) [DOC 46.50 KB]

Disaster Management Act 2007 (2007)

[http://www.preventionweb.net/files/2505\\_DisasterManagementBillJuly2007.doc](http://www.preventionweb.net/files/2505_DisasterManagementBillJuly2007.doc) [DOC 190.50 KB]

### Core indicator 2

*Dedicated and adequate resources are available to implement disaster risk reduction plans and activities at all administrative levels*

#### Level of Progress achieved:

4: Substantial achievement attained but with recognized limitations in key aspects, such as financial resources and/ or operational capacities

#### Description:

Strong support for institutionalising DRR, movement in educational commitment, harmonisation committee for environmental , disaster and planning agencies led buy the Deputy Governor and Permanent Secretaries.

#### Context & Constraints:

Limited staffing across government

Very limited internal budget, primarily donor dependent for this year

### Core indicator 3

*Community Participation and decentralisation is ensured through the delegation of authority and*

**Level of Progress achieved:**

4: Substantial achievement attained but with recognized limitations in key aspects, such as financial resources and/ or operational capacities

**Description:**

Progress in relief and shelter operations at the local level

Damage Assessment and Needs Analysis successfully trained and implemented in 2008, utilised in 3 events.

Relationship with red Cross enhanced

**Context & Constraints:**

ALL government employees have had their job descriptions modified to include support for mitigating against, responding to, recovering from and planning for disasters and emergencies.

Volunteers database developed containing over 140 volunteers who are trained in DANA, Relief and or Shelters and are placed in their communities for response and recovery.

Use of Radio Station to call in volunteers by village was very successful in Omar.

Supporting document:

Relief Work Plan (2009) [http://www.preventionweb.net/files/2505\\_ReliefWGWorkplan2009.doc](http://www.preventionweb.net/files/2505_ReliefWGWorkplan2009.doc) [DOC 127.50 KB]

**Core indicator 4**

*A national multi sectoral platform for disaster risk reduction is functioning.*

**Level of Progress achieved:**

2: Some progress, but without systematic policy and/ or institutional commitment

**Description:**

In its early stages with success in health, environment, Land Development, fire code and enforcement, disaster legislation, large development risk mitigation etc, fishing licenses, hazard and danger enforcement programme.

**Context & Constraints:**

limited staff, limited knowledge and commitment of critical department management toward what is seen as additional work. Not looking at long term return on investment.

Supporting document:

Danger Notice (2009)

[http://www.preventionweb.net/files/2505\\_DisasterManagementDANGERNotice2009\[1\].doc](http://www.preventionweb.net/files/2505_DisasterManagementDANGERNotice2009[1].doc) [DOC 46.50 KB]

**Priority for action 2**

## **Core indicator 1**

*National and local risk assessments based on hazard data and vulnerability information are available and include risk assessments for key sectors.*

### **Level of Progress achieved:**

3: Institutional commitment attained, but achievements are neither comprehensive nor substantial

### **Description:**

Pilot of HRV assessment approach undertaken in Summer 2008

### **Context & Constraints:**

Comprehensive hazard, risk and vulnerability assessment to be undertaken summer 2009.

Results found that base information is old and was developed as a part of larger regional initiatives and not applicable to a local study.

Data also incorrect on a custom spheroid in the GIS and not open to easy editing or extension of the features.

Attributes almost non-existent.

Flood boundaries are "estimates" based on visual only.

Supporting document:

valley flood map with not contour / elevation / measurement data (2001)

[http://www.preventionweb.net/files/2505\\_ValleyFloodMap.JPG](http://www.preventionweb.net/files/2505_ValleyFloodMap.JPG) [JPG 1.77 MB]

Pilot report month 2 (2008) [http://www.preventionweb.net/files/2505\\_Month2Report.doc](http://www.preventionweb.net/files/2505_Month2Report.doc) [DOC 37.50 KB]

## **Core indicator 2**

*Systems are in place to monitor, archive and disseminate data on key hazards and vulnerabilities*

### **Level of Progress achieved:**

3: Institutional commitment attained, but achievements are neither comprehensive nor substantial

### **Description:**

Will be improved with H/R/V assessment 2009

Programme in place to share risk information with large developers, implementation maturing;

need for better data for gis and more detail H/R/V analysis;

need to run a storm surge and wave model for a north west hurricane not only the north east and south east paths.

TAOS in use for storm monitoring for 3rd season, it is maturing.

**Context & Constraints:**

time, staff and experience

**Core indicator 3**

*Early warning systems are in place for all major hazards, with outreach to communities.*

**Level of Progress achieved:**

4: Substantial achievement attained but with recognized limitations in key aspects, such as financial resources and/ or operational capacities

**Description:**

Robust backbone system in place, tested and documented.

radio interrupt, text to voice system, internal computer pop-up in place.

Needs public registration component, education, training and outreach for 2009.

**Context & Constraints:**

Extremely limited staff and no knowledge of such systems outside the director and a radio technician.

Training materials just generated by the RDS provider so training to start soon.

Communications Officer coming online April 2009.

Supporting document:

ANWS Presentation (2008)

[http://www.preventionweb.net/files/2505\\_TheCommonAlertingProtocolANGUILLA.ppt](http://www.preventionweb.net/files/2505_TheCommonAlertingProtocolANGUILLA.ppt) [PPT 386.50 KB]

Anguilla National Warning System CDM Record (2008)

[http://www.preventionweb.net/files/2505\\_CDMCDERAProjectsFormWarningSystem.doc](http://www.preventionweb.net/files/2505_CDMCDERAProjectsFormWarningSystem.doc) [DOC 60.00 KB]

**Core indicator 4**

*National and local risk assessments take account of regional / trans boundary risks, with a view to regional cooperation on risk reduction.*

**Level of Progress achieved:**

2: Some progress, but without systematic policy and/ or institutional commitment

**Description:**

Relationships need to be formed via the tri partite with Dutch Sint Maarten and Saint Martin. Progress is starting on this via an EU funded initiative put together by the OCTs

**Context & Constraints:**

Travel budgets and need for commitment of resources from other agencies.

**Priority for action 3**

*Use knowledge, innovation and education to build a culture of safety and resilience at all levels*

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## Core indicator 1

*Relevant information on disasters is available and accessible at all levels, to all stakeholders (through networks, development of information sharing systems etc)*

### Level of Progress achieved:

5: Comprehensive achievement with sustained commitment and capacities at all levels

### Description:

News Papers  
Radio Interviews  
radio Soap Opera  
Plays  
Brochures  
Posters  
Flyers  
Displays  
News paper Pull Out  
Direct Mail  
Radio Quizes  
School Games

### Context & Constraints:

all levels of govt, population and sectors

Supporting document:

Hurricane Pullout (2008) [http://www.preventionweb.net/files/2505\\_HurricanePullout2008Revised\[1\].pdf](http://www.preventionweb.net/files/2505_HurricanePullout2008Revised[1].pdf)  
[PDF 623.45 KB]

Hurricane Pullout (2008) [http://www.preventionweb.net/files/2505\\_HurricanePullout2008Revised.pdf](http://www.preventionweb.net/files/2505_HurricanePullout2008Revised.pdf)  
[PDF 623.45 KB]

supplies kit (2008)  
[http://www.preventionweb.net/files/2505\\_2008EmergencySuppliesKitDisplaylayout.doc](http://www.preventionweb.net/files/2505_2008EmergencySuppliesKitDisplaylayout.doc) [DOC 26.50 KB]

press release (2008) [http://www.preventionweb.net/files/2505\\_PRESSRELEASEStartofHS2008.doc](http://www.preventionweb.net/files/2505_PRESSRELEASEStartofHS2008.doc)  
[DOC 31.50 KB]

## Core indicator 2

*School curricula , education material and relevant trainings include disaster risk reduction and recovery concepts and practices.*

### Level of Progress achieved:

4: Substantial achievement attained but with recognized limitations in key aspects, such as financial resources and/ or operational capacities

### Description:

DRR Begins in School Campain  
Riskland Games  
Whistles and pencils

### Context & Constraints:

staff time and budget  
Lack of interest to modify school curriculum

Supporting document:  
ISDR Disaster Day (2008) [http://www.preventionweb.net/files/2505\\_IDRR2008LegalsizePage.doc](http://www.preventionweb.net/files/2505_IDRR2008LegalsizePage.doc)  
[DOC 90.00 KB]

### **Core indicator 3**

*Research methods and tools for multi-risk assessments and cost benefit analysis are developed and strengthened.*

#### **Level of Progress achieved:**

3: Institutional commitment attained, but achievements are neither comprehensive nor substantial

#### **Description:**

Pilot of one village completed  
working to add in climate change and adopt the assessment from a community based level

#### **Context & Constraints:**

project in process  
need better base data

Supporting document:  
[http://www.preventionweb.net/files/2505\\_wavedonna1960.jpg](http://www.preventionweb.net/files/2505_wavedonna1960.jpg) [JPG 112.40 KB]

### **Core indicator 4**

*Countrywide public awareness strategy exists to stimulate a culture of disaster resilience, with outreach to urban and rural communities.*

#### **Level of Progress achieved:**

4: Substantial achievement attained but with recognized limitations in key aspects, such as financial resources and/ or operational capacities

#### **Description:**

Drafted in 2008 and in implementation phase in 2009

#### **Context & Constraints:**

Funding and staffing have been an issue

Supporting document:  
ISDR Campaign 2007 (2007) [http://www.preventionweb.net/files/2505\\_ToDoList.doc](http://www.preventionweb.net/files/2505_ToDoList.doc) [DOC 79.00 KB]  
intl media plan (2007)  
[http://www.preventionweb.net/files/2505\\_InternationalMediaPlanforEmergencyoperationsAnguillafeb07.pdf](http://www.preventionweb.net/files/2505_InternationalMediaPlanforEmergencyoperationsAnguillafeb07.pdf) [PDF 1.50 MB]

### **Priority for action 4**

### Core indicator 1

*Disaster risk reduction is an integral objective of environment related policies and plans, including for land use natural resource management and adaptation to climate change.*

**Level of Progress achieved:**

4: Substantial achievement attained but with recognized limitations in key aspects, such as financial resources and/ or operational capacities

**Description:**

St Georges Declaration, Sustainable Development Policy, Biodiversity Strategy/Policy, Oil Spill PPlan ownership, significant progress has been made in this area.

**Context & Constraints:**

ownership issues between departments - is being addressed via the harmonisation committee.

Supporting document:

SGD (2007) [http://www.preventionweb.net/files/2505\\_SGDfinal21January2007.doc](http://www.preventionweb.net/files/2505_SGDfinal21January2007.doc) [DOC 202.00 KB]

### Core indicator 2

*Social development policies and plans are being implemented to reduce the vulnerability of populations most at risk.*

**Level of Progress achieved:**

2: Some progress, but without systematic policy and/ or institutional commitment

**Description:**

vulnerable populations are tracked to some degree by several agencies, none are coordinated to any large degree. Progress has been made in the need of psych-socio assessment and the need to base HRV on financial, geographical, mental, physical and socio vulnerabilities.

**Context & Constraints:**

time

### Core indicator 3

*Economic and productive sectorial policies and plans have been implemented to reduce the vulnerability of economic activities*

**Level of Progress achieved:**

4: Substantial achievement attained but with recognized limitations in key aspects, such as financial resources and/ or operational capacities

**Description:**

Defer this to the Ministry of Finance

**Context & Constraints:**

Not area of knowledge

## Core indicator 4

*Planning and management of human settlements incorporate disaster risk reduction elements, including enforcement of building codes.*

### **Level of Progress achieved:**

4: Substantial achievement attained but with recognized limitations in key aspects, such as financial resources and/ or operational capacities

### **Description:**

The addition of the Director Disaster Management on the Land Development Control Committee greatly enhanced the understanding of settlement and location issues as well as giving a voice to climate change and mitigation of risk to environment.

Building codes are available but not enforceable in their current form.

### **Context & Constraints:**

via CDERA the participating states are working toward model building codes taking into account seismic as well as CUBIC

## Core indicator 5

*Disaster risk reduction measures are integrated into post disaster recovery and rehabilitation processes*

### **Level of Progress achieved:**

3: Institutional commitment attained, but achievements are neither comprehensive nor substantial

### **Description:**

Part of the new Mitigation Risk Reduction Framework Programme initiated January 2009.

### **Context & Constraints:**

work needs to be done on recovery and rehabilitation, an EU project will hopefully inform this area is limitation.

## Core indicator 6

*Procedures are in place to assess the disaster risk impacts of major development projects, especially infrastructure.*

### **Level of Progress achieved:**

3: Institutional commitment attained, but achievements are neither comprehensive nor substantial

### **Description:**

Phase 1 of the Mitigation Risk Reduction Framework developed in 2007-2008 and began enforcement on the large developers via the LDCC (Land Development Control Committee ) in 2007 by withholding planning approval until agreed to adhere to mitigation and risk reduction requirements

### **Context & Constraints:**

This has really been a successful programme and the large developers, and small ones doing at risk services, have all complied readily and welcomed the opportunity to show they cared about risk management and the safety of their employees, resources and properties.

Supporting document:

Stipulations and Guidance for Large Developers in Regard to Disaster Risk Reduction on Anguilla.doc (2008)

[http://www.preventionweb.net/files/2505\\_StipulationsandGuidanceforLargeDevelopersinRegardtoDisasterRiskReductiononAnguilla.doc](http://www.preventionweb.net/files/2505_StipulationsandGuidanceforLargeDevelopersinRegardtoDisasterRiskReductiononAnguilla.doc) [DOC 37.50 KB]

Migrant and Worker Housing Evaluation Sheet (2008)

[http://www.preventionweb.net/files/2505\\_EmployeeHousingSitesSelfInspectionChecklistMSDCommentsaccepted.doc](http://www.preventionweb.net/files/2505_EmployeeHousingSitesSelfInspectionChecklistMSDCommentsaccepted.doc) [DOC 57.50 KB]

## Priority for action 5

*Strengthen disaster preparedness for effective response at all levels*

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### Core indicator 1

*Strong policy, technical and institutional capacities and mechanisms for disaster risk management, with a disaster risk reduction perspective are in place.*

#### Level of Progress achieved:

3: Institutional commitment attained, but achievements are neither comprehensive nor substantial

#### Description:

Some progress has been made but additional capacity required

#### Context & Constraints:

additional staffing needed to enhance this area

### Core indicator 2

*Disaster preparedness plans and contingency plans are in place at all administrative levels, and regular training drills and rehearsals are held to test and develop disaster response programmes.*

#### Level of Progress achieved:

-- not complete --

#### Description:

Assemble a complete set of National and Sectoral Disaster Management Plans to form one comprehensive suite of Plans in a National Plan format;

a. The overarching National Disaster Plan (Part 1) has been completed;

b. The National Response Plan (Part 2) focuses initially on hurricanes and is updated for 2008 season.

Meetings with the stakeholders for refinement and completion of the attached Position Action Checklists (PACs) is ongoing along with EOC, National Plan and EOC positional training and exercising.

c. Part 3 of the National Plan are the Functional and Hazard Plans which are in many formats. The Relief Distribution Plan was developed to act as a template to reformat the other plans over time. The Ferry Disaster Plan has used this template for the 2008 update.

d. The Shelter Plan has been completed and approved by the NDMC.

e. The following plans have been completed or updated:

i. Airport Crash Plan 2008 - Airports

ii. Essential Services December 2007

iii. Relief Distribution Plan - Department of Disaster Management (DDM) & Working Group

iv. Shelter Managers Guide - DDM

v. Pandemic Plan - MOH

- vi. Oil Spill Plan - Dept of Environment (needs more work!)
- vii. Public Information and Media Plan - DDM and Media Coordinator
- viii. Tourism Sectoral Plan - Anguilla has requested to participate in a CDERA initiative to develop a regional standard for this plan
- f. The following plans are under development or revision:
  - i. Relief Managers Guide - DDM & Working Group
  - ii. Individual Shelter Plans - DDM
- g. The following critical plans need revision:
  - i. Ferry Boat Plan - Police
  - ii. Damage and Needs Assessment - Statistics
  - iii. Mass Casualty 2006
  - iv. Anglec (Utilities) Plan 2007
  - v. Search and Rescue 2007
  - vi. Major Incident Plan 2006 (no significant changes seen)

=====  
 Exercises and SOPs

- 17. Full EOC management plan; Ops team members, logistics, etc:
  - a. Documented in the NPRP and PAC's with supporting operational materials, templates etc.
  - b. Training occurred in 2006 on EOC command structures
  - c. In 2007 progressive training toward the functional exercise (based on a given scenario) started with GIS mapping for the EOC was held in April which included a functional exercise,
  - d. EOC and NPRP overview and position familiarisation training occurred in May 2006
  - e. A second EOC and NPRP overview and position familiarisation training for second shift staff was held June 8th
  - f. A Tabletop was held June 19/20th
  - g. A functional exercise including the Field, all essential services and the NEOC was held July 18th 2007.
  - h. In 2008 a Ferry tabletop was held June 5th
  - i. Phase I hurricane exercise - Utilities was July 15th 2008
  - j. Air crash Exercise was 16th December
  - l. Hurricane Phase 2 relief/shelter/Dana training held 24/25 Aug and Exercise the 26th 2008
  - m. Ferry Phase 2 and Mass Casualty exercises were held in October 2008

**Context & Constraints:**

The following plans need development;

- i. Evacuation Plan - Police

As a fairly new department (June 06) significant progress has been made but significant progress is still needed. Very limited staffing (Director and One Programme Officer and 2 administrative/clerical) have limited progress in this area.

in 2009 3 additional programme officer will join the department (one was in place as of January 2009)

Request copies of the plans from elizabeth.klute@gov.ai as they are large and contain some information considered sensitive.

**Core indicator 3**

*Financial reserves and contingency mechanisms are in place to support effective response and recovery when required.*

**Level of Progress achieved:**

4: Substantial achievement attained but with recognized limitations in key aspects, such as financial resources and/ or operational capacities

**Description:**

300,000 per year that if not incident utilised can go to outfit the NEOC, shelters, relief, dana etc.

But, it was used for recovery from Omar in 2008

**Context & Constraints:**

Budget was set aside by forward thinking and understanding of risk mitigation by the Executive Council.

**Core indicator 4**

*Procedures are in place to exchange relevant information during hazard events and disasters, and to undertake post-event reviews*

**Level of Progress achieved:**

-- not complete --

**Description:**

-- not complete --

**Context & Constraints:**

-- not complete --

**Drivers of Progress**

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**a) Multi-hazard integrated approach to disaster risk reduction and development****Levels of Reliance:**

Significant and ongoing reliance: significant ongoing efforts to actualize commitments with coherent strategy in place; identified and engaged stakeholders.

**Do studies/ reports/ atlases on multi-hazard analyses exist in the country/ for the sub region?:**

Yes

**If yes, are these being applied to development planning/ informing policy?:**

Yes

**Description (Please provide evidence of where, how and who):**

LDCC application detailed in Action 2

**b) Gender perspectives on risk reduction and recovery adopted and institutionalized****Levels of Reliance:**

Partial/ some reliance: Full acknowledgement of the issue; strategy/ framework for action developed to address it; application still not fully implemented across policy and practice; complete buy in not achieved from key stakeholders.

**Description (Please provide evidence of where, how and who):**

Human and gender rights programme currently being developed by the GOA via the CMO

### **c) Capacities for risk reduction and recovery identified and strengthened**

#### **Levels of Reliance:**

Partial/ some reliance: Full acknowledgement of the issue; strategy/ framework for action developed to address it; application still not fully implemented across policy and practice; complete buy in not achieved from key stakeholders.

#### **Description (Please provide evidence of where, how and who):**

in process via HRV, Mitigation programme and hazard inspection programme

### **d) Human security and social equity approaches integrated into disaster risk reduction and recovery activities**

#### **Levels of Reliance:**

No/ little reliance: no acknowledgement of the issue in policy or practice; or, there is some acknowledgement but nothing/ little done to address it

#### **Description (Please provide evidence of where, how and who):**

needs addressing

### **e) Engagement and partnerships with non-governmental actors; civil society, private sector, amongst others, have been fostered at all levels**

#### **Levels of Reliance:**

Partial/ some reliance: Full acknowledgement of the issue; strategy/ framework for action developed to address it; application still not fully implemented across policy and practice; complete buy in not achieved from key stakeholders.

#### **Description (Please provide evidence of where, how and who):**

good partnerships in place with large developments, some large tourism and utilities, red cross, roatary etc.

### **f) Contextual Drivers of Progress**

#### **Levels of Reliance:**

No/ little reliance: no acknowledgement of the issue in policy or practice; or, there is some acknowledgement but nothing/ little done to address it

#### **Description (Please provide evidence of where, how and who):**

Government Buy In from all levels including Executive Council and the Assembly. Voted unanomous for Disaster Management Act 2007 which was enacted May 2008.

Supporting document:

Disaster Management Bill (2007)

[http://www.preventionweb.net/files/2505\\_DisasterManagementBillJuly2007\[1\].doc](http://www.preventionweb.net/files/2505_DisasterManagementBillJuly2007[1].doc) [DOC 190.50 KB]

## **Future outlook**

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### **Area 1**

*The more effective integration of disaster risk considerations into sustainable development policies, planning and programming at all levels, with a special emphasis on disaster prevention, mitigation,*

*preparedness and vulnerability reduction.*

**Overall Challenges:**

Working on harmonising cross agency duplication due to focal points for different initiatives not realising there was overlap:

focal point Tsunami - Police and Disaster

focal point HFA - disaster

focal point climate change - environment but legislated to be disaster

focal point OECS EIA Process - environment but legislated to be Planning

**Future Outlook Statement:**

harmonisation committee functioning well to discuss the concerns and cross educate thereby defining a way forward to share the work of risk reduction, mitigation and recovery thereby creating a greater impact

**Area 2**

*The development and strengthening of institutions, mechanisms and capacities at all levels, in particular at the community level, that can systematically contribute to building resilience to hazards.*

**Overall Challenges:**

Implement the ISDR DRR programme more fully

**Future Outlook Statement:**

Integrated with the Environmental Club and other education initiatives the public outreach programme is expanded to all hazard risk reduction in and around at the community level

**Area 3**

*The systematic incorporation of risk reduction approaches into the design and implementation of emergency preparedness, response and recovery programmes in the reconstruction of affected communities.*

**Overall Challenges:**

Mitigation is our key focus so development of all of the framework (codes, enforcement, inspections, regulations, standards etc are the focus for 2009.

**Future Outlook Statement:**

Improved resistance to natural and man made hazards through lessons learned and mitigation measures implemented