



# ANGUILLA

## COMPREHENSIVE DISASTER MANAGEMENT STRATEGY AND COUNTRY WORK PROGRAMME (CWP)

2026 - 2030



THE UNIVERSITY  
OF THE  
WEST INDIES



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# Message from the Deputy Governor of Anguilla



It is with great pride and a deep sense of responsibility that I present the *Anguilla Comprehensive Disaster Management Strategy and Country Work Programme (2026–2030)* — a forward-looking blueprint that reflects our collective commitment to building a safer, more resilient Anguilla.

This Country Work Programme (CWP) arrives at a pivotal moment in our national development journey. As we confront the increasing frequency and intensity of natural and human-induced hazards, the Government of Anguilla remains steadfast in its commitment to safeguarding lives, livelihoods, and

critical infrastructure. The CWP is not merely a technical document; it is a strategic instrument that aligns with our **2026 Government Policy Priorities**, including:

- **Enhancing National Security and Emergency Preparedness**
- **Advancing Community Well-Being and Social Protection**
- **Strengthening Infrastructure Through Strategic Investment and Sustained Maintenance**

These priorities are deeply embedded in the outcomes and activities outlined in this Strategy. From strengthening institutional capacity and emergency coordination to integrating disaster risk reduction into key sectors and empowering communities, the CWP provides a comprehensive framework for action.

The Strategy also reflects our commitment to international and regional standards, including the **Sendai Framework for Disaster Risk Reduction**, the **Sustainable Development Goals (SDGs)**, and the **CDEMA Comprehensive Disaster Management Strategy**. By aligning with these frameworks, Anguilla positions itself as a proactive and collaborative partner in regional resilience-building.

I wish to acknowledge the continued support of the Governor's Office, within which I proudly serve. The leadership of Her Excellency the Governor, Julia Crouch, has been instrumental in advancing Anguilla's resilience agenda, and her commitment to good governance and disaster preparedness continues to guide our efforts. I also extend heartfelt thanks to our colleagues at the Foreign, Commonwealth & Development Office (FCDO) — both those based locally and those in London and Miami — for their steadfast partnership, technical expertise, and enduring support in strengthening Anguilla's disaster risk management systems.

I commend the Department of Disaster Management, the National Disaster Management Committee, and all stakeholders — local, regional, and international — who contributed to the development of this Strategy. Your dedication and expertise have shaped a document that is both visionary and practical.

As we move forward, I urge all sectors, agencies, and communities to embrace this Strategy and actively participate in its implementation. Together, we can build a resilient Anguilla – one that is prepared, protected, and empowered to face the challenges of tomorrow.

Let us continue to protect our future.

Perin Bradley  
Hon. Deputy Governor

# Message from the Acting Director of the Department of Disaster Management (DDM)

Our work in disaster management is driven by one fundamental purpose: **to protect lives and foster a culture of safety where no life is lost due to the impacts of hazards.** This is the guiding principle behind the **Anguilla Comprehensive Disaster Management Strategy and Country Work Programme (2026–2030).**



This programme is more than a technical framework—it is a shared commitment to resilience. It calls for collaboration across government, private sector, civil society, and communities. Together, we will build a disaster risk management system that meets international standards and ensures Anguilla is prepared for any hazard.

I extend my deepest gratitude to **Susan Hodge**, our outgoing Director, for her exceptional leadership her work done to bring us this far. Her words capture the essence of this initiative:

*“This Country Work Programme is more than a plan; it is a guiding tool to foster a culture of safety and resilience in Anguilla. It sets the course for coordinated action, sustainable development, and strengthened disaster readiness in the years ahead.”*

We also thank **CDEMA** for their unwavering support and **The UWI Disaster Risk Reduction Centre** for their patience and technical guidance. Your partnership has been invaluable.

Let us move forward with determination and unity, because resilience is built collectively. The future we envision is one where Anguilla stands strong, prepared, and safe.

Trevor Queeley  
Acting Director, DDM

## Executive Summary

The Anguilla CDM Strategy (CDMS) and Country Work Programme highlights a systematic approach aimed at addressing disaster risk management challenges faced by Anguilla while ensuring climate-smart solutions. The document reflects a deepened commitment to fostering multi-sectoral cooperation, linking disaster risk reduction with climate action and sustainable development, human mobility, and enhancing risk reduction financing. Successful implementation of the CDMS& CWP targets is dependent on key regional partners working with national stakeholders in Anguilla, ensuring that the process remains robust and responsive to both national and international standards.

This CWP document, along with the CDMS:

1. provides an overview of Anguilla's context and the relevant normative frameworks, along with a CDM audit summary and gap analysis.
2. outlines the methodology employed in developing the CWP, details the actors involved, summarizes the logical framework, presents the CWP itself, and offers recommendations for the ongoing improvement of the CWP process.
3. focuses on the systematization of the Performance Monitoring Framework (PMF) and proposes a monitoring and evaluation mechanism that serves as the key tool guiding implementation and monitoring efforts.

The results of the CWP were derived from a comprehensive Gap Analysis using the CDM Audit Tool, developed through consultations with CDEMA Participating States and aligned with the Sendai Framework. The audit assessed all four phases of disaster management (mitigation, preparedness, response, and recovery), identifying both strengths and areas in need of improvement. The recommendations emerging from this process will help prioritize actions moving forward.

The CDM Audit Tool provides scores ranging from 1 to 3, with 1 representing an unsatisfactory level of compliance, 2 indicating partial compliance, and 3 reflecting full compliance. The results of the audit are presented for each phase of disaster management, highlighting areas where progress has been made and identifying opportunities for continued development.

The gaps identified during the consultative process were translated into four outcome areas which were designed to address key challenges in disaster management and risk reduction.

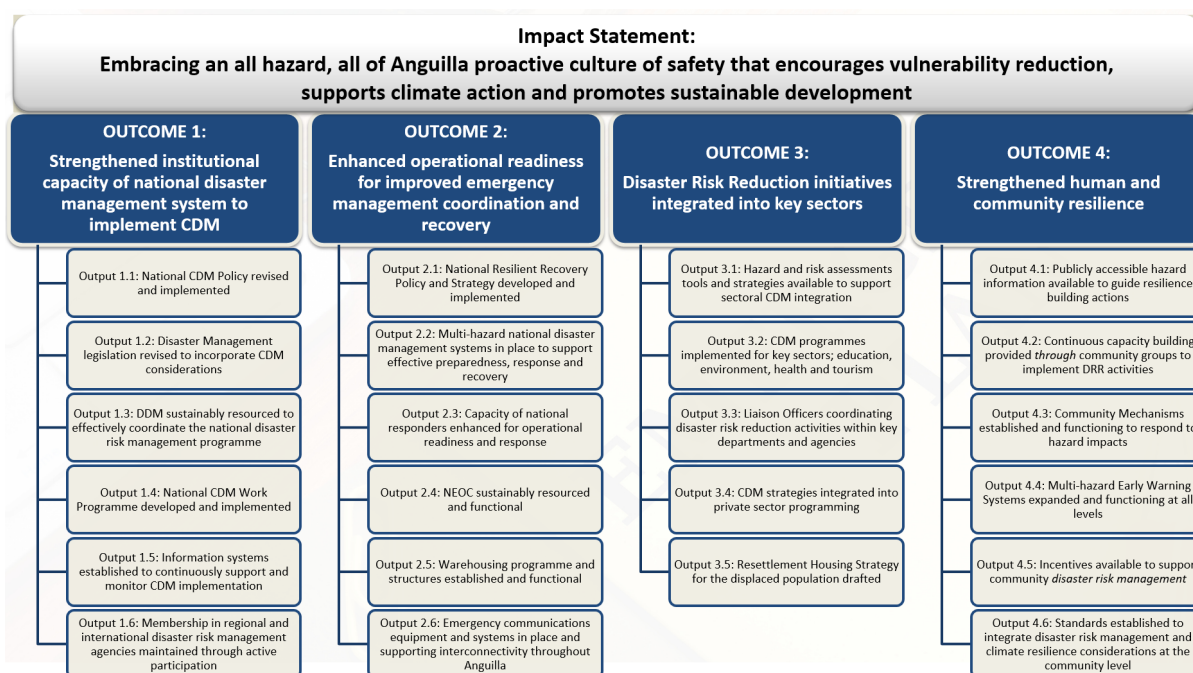
These areas include:

**OUTCOME 1:**  
Strengthened institutional capacity of national disaster management system to implement CDM

**OUTCOME 2:**  
Enhanced operational readiness for improved emergency management, coordination and recovery

**OUTCOME 3:**  
Disaster Risk Reduction initiatives integrated into key sectors

**OUTCOME 4:**  
Strengthened human and community resilience



These four (4) outcomes are further divided into twenty-three (23) outputs, to achieve the long-term result (Impact) of *“Embracing an all hazard, all of Anguilla proactive culture of safety that encourages vulnerability reduction, supports climate action and promotes sustainable development.”*

The monitoring and evaluation of the CWP are based on the key indicators identified from the CDEMA Basket of Indicators, which includes the CDM Strategy and Programming Framework as well as the Sendai Framework for Disaster Risk Reduction, which have been systematised into the Performance Monitoring Framework (PMF).

The National Disaster Management Committee (NDMC), supported by the Department of Disaster Management (DDM) is responsible for driving the implementation of the CWP, as well as monitoring and reporting on the progress and achievements of this CWP.

# Acronyms

<b>AFRS</b>	Anguilla Fire and Rescue Service
<b>ATB</b>	Anguilla Tourist Board
<b>CCA</b>	Climate Change Action
<b>CCRIF SPC</b>	(Formerly) Caribbean Catastrophe Risk Insurance Facility Segregated Portfolio Company
<b>CDB</b>	Caribbean Development Bank
<b>CDEMA</b>	Caribbean Disaster Emergency Management Agency
<b>CDM</b>	Comprehensive Disaster Management
<b>CRT</b>	Community Response Training
<b>CWP</b>	Country Work Programme
<b>DDM</b>	Department of Disaster Management
<b>DRM</b>	Disaster Risk Management
<b>DRR</b>	Disaster Risk Reduction
<b>DRRC</b>	Disaster Risk Reduction Centre
<b>EMAP</b>	Emergency Management Accreditation Program
<b>EMS</b>	Emergency Management Standard
<b>EOC</b>	Emergency Operations Centre
<b>GIS</b>	Geographic Information Systems
<b>HAZMAT</b>	Hazardous Materials
<b>LFA</b>	Logical Framework Analysis
<b>MICUHITES</b>	Ministry of Infrastructure, Communications, Utilities, Housing, Information Technology and e-Government Services
<b>MSD</b>	Ministry of Social Development
<b>MoF</b>	Ministry of Finance
<b>NDMC</b>	National Disaster Management Committee
<b>NEOC</b>	National Emergency Operations Centre
<b>NGO</b>	Non-Governmental Organization
<b>OEWG</b>	Open-ended Intergovernmental Expert Working Group
<b>PMF</b>	Performance Monitoring Framework
<b>PSs</b>	Participating States
<b>RAPF</b>	Royal Anguilla Police Force
<b>RESEMBID</b>	Resilience, Sustainable Energy and Marine Biodiversity
<b>RBM</b>	Results-Based Management
<b>SDGs</b>	Sustainable Development Goals
<b>SFDRR</b>	Sendai Framework for Disaster Risk Reduction
<b>SID</b>	Small Island Developing State
<b>SRCA</b>	Sector Recovery Capacity Assessment
<b>UKOT</b>	United Kingdom Overseas Territory
<b>UN</b>	United Nations
<b>UNDRR</b>	United Nations Office for Disaster Risk Reduction
<b>UWI</b>	University of the West Indies

# ANGUILLA COMPREHENSIVE DISASTER MANAGEMENT STRATEGY AND COUNTRY WORK PROGRAMME

*January 2026 – December 2030*

## 1.0 INTRODUCTION

The Anguilla Comprehensive Disaster Management (CDM) Country Work Programme (CWP) is a results-based, multi-year programme which seeks to increase resilience by highlighting activities that will be undertaken to strengthen national systems and processes for emergency and disaster risk management. The Country Work Programme covers the timeframe of January 2026 – December 2030 and is used as a mechanism for effective monitoring, reporting and evaluation of the overall CDM strategy at the national level.

This document, a key output of the CWP process, captures the results of the CDEMA CWP process implemented in Anguilla. It serves as an important reference document to guide the DDM and the National Disaster Management Committee, along with other key sectoral stakeholders, to develop or update the national DRM policies and strategies as well as plan and implement CDM activities for a resilient nation. The country-specific CWP Performance Monitoring Framework, is one of the critical tools constructed during the CWP process. It is intended to serve as the main practical tool for participating actors in implementation and monitoring the CWP.

This document presents the CWP. It begins by providing an overview of the various hazards and the nature of disaster risk in Anguilla, which provides a reasoning for developing a CWP. Additionally, the CWP considers the recommendations from review of the 2013-2017 Comprehensive Disaster Management (CDM) Strategy, Emergency Management Accreditation Program (EMAP) report, findings from 2024 CDM Audit, feedback from stakeholder engagement and input from Community Response Training (CRT) Trainers and NDMC members.

## 1.1 Country Disaster Risk Profile

Anguilla is a British Overseas Territory located in the northeastern Caribbean, east of Puerto Rico and the Virgin Islands and just north of Saint Martin. It is the most northerly of the Leeward Islands in the Lesser Antilles.

The island is relatively small, covering an area of about 91 square kilometers (35 square miles). The island is 16 miles long and 3 miles wide at the widest point and has a population of approximately 15,753 people (Anguilla Statistics Department, 2023). Additionally, Anguilla experiences a tropical wet and dry climate with minimal seasonal variation, keeping temperatures warm and fairly constant year-round. Average annual temperature hovers around 26–27 °C (80–81 °F), with daily means typically ranging from 26 °C to 29 °C depending on the season. Balanced humidity and trade winds help moderate heat despite consistently high temperatures.

Known for its pristine beaches and coral reefs, Anguilla is a popular destination for tourists seeking a tranquil, upscale experience. Contrasting this beauty is the island's vulnerability to a variety of hazards, natural or human induced, large or small scale, threaten the sustainable development of Anguilla and the well-being of the population. These include hurricanes, earthquakes, tsunamis, drought, and human induced or technological hazards such as air crashes and marine accidents, hazardous materials (HAZMAT), explosions, and civil gang violence. The only uncertainties are exactly when these hazards will strike, with what intensity and precise impact. Climate Change/Global Warning is a fact. The risk to Anguilla is greater than most other Caribbean islands due to increased shoreline development, the rise in foreign investment, re-settlement and the small footprint of the Territory. These hazards require a robust and adaptive disaster management framework that can effectively mitigate risks, prepare for the impacts of sea level and temperature change, respond to emergencies, and support recovery.

Anguilla, similar to many Small Island Developing States (SIDs), is susceptible to a variety of hazards which range in size and complexity. While Anguilla may remain disproportionately vulnerable to hazard impacts; the Territory's capabilities for risk reduction and disaster response are expected to maintain associative levels of capacity. This has identified the growing need for greater emphasis on risk reduction and building a culture of safety to known hazards.

Limited and in some instances, full absence of redundancy in the critical infrastructure operations poses concern, as the island has one power generating plant, desalinisation plant, hospital, police station, ambulance bay, cargo and airport. The domestic fire station shares accommodations with the airport fire station.

The National Emergency Operations Centre (NEOC) is located on the second floor of the DDM building, with warehouse facilities directly beneath it on the ground floor. These facilities store relief and response supplies, while additional CDEMA resources for Anguilla are maintained in Antigua, the designated sub-regional focal point.

The building is shared with the Royal Anguilla Police Force (RAPF), with the upstairs occupied by the Financial Intelligence Unit (FIU) and the ground floor housing the RAPF Forensic Unit. Since December 2024, the NEOC Communications Room has also been co-located with the 911 Call Centre, known as the Joint Emergency Services Centre Room (JESCR), whose agents report to the RAPF. Managing emergency response to large-scale, high-intensity events can be particularly challenging, as all residents—including response personnel—may be directly impacted, as seen in the aftermath of Hurricane Irma in 2017.

Less obvious than larger events (with significant media coverage) is the damage caused by smaller but more frequent hazards such as localised flooding, shootings, coastal erosion, minor oil spills, and aircraft and boating accidents. All create recurring disruption, mass casualty events and economic losses.

Unfortunately, vulnerability continues to increase as there is more development on coastal areas, adherence to the building standards remains inconsistent in smaller developments, and risk management is often insufficiently factored into the planning processes. Despite economic growth in many of the UKOTs, public infrastructure (schools, health systems, road, and utilities) retains high levels of vulnerability. Although improvements made to public schools, the hospital and poly-clinics are not fully equipped to adequately service the island. This high level of vulnerability is likely due to the changing world political climate, increasing tariffs and a slowing of growth rates which undermine coping capacities and the affordability of risk reduction.

This precarious situation is exacerbated by the changing climate. Predictions indicate that more variable weather patterns with more intense hurricanes will become more frequent. Sea level rise, sargassum influx, accompanied by increases in storm surge and wave run-up will heighten risks faced, as will destruction of reefs and protective environmental systems.

In order to reduce the risk from these events Anguilla is focused on effecting CDM across the entire complete disaster management cycle including planning and preparing for, responding to, recovering from and mitigating against hazards of all kinds.

The overarching objective of Anguilla's CDMS & CWP is to address the risk and exposure of the residents and visitors by providing a network of infrastructure, programmes, policy and protocols with outcomes aimed at reducing loss of human life and lessening economic impact from disasters, mechanisms to address delays in identifying interventions required, reduced risk of socio-economic impacts through mitigation measures, and a more holistic and timely reaction (response) in case of a natural or human caused disaster in the Country.

Anguilla's vulnerability to natural hazards and disasters has been illustrated in several major disasters. Hurricanes and tropical storms are the most frequent and destructive hazards. However other types of hazards also affect the island, some of the most notable including:

- **Hurricane Tammy (2023):** The tail end of this hurricane brought severe weather to Anguilla, including heavy rains and thunderstorms. These conditions led to flash flooding and a significant landslide on Backstreet in the South Hill area of Anguilla. Island-wide power outages affected the island and prompted the closure of schools and government offices.
- **COVID-19:** The pandemic affected Anguilla at a slightly later stage than much of the world. The Government acted swiftly by closing the island's borders in March 2020. A phased reopening process was carefully introduced, beginning in June 2020.
- **Hurricane Irma (2017):** A catastrophic event, Hurricane Irma caused widespread destruction to Anguilla's infrastructure, homes, schools, hospital, other government buildings and agriculture. The recovery process highlighted gaps in the island's disaster resilience, especially in terms of infrastructure vulnerability and response capacities.
- **Tornadoes (2008):** Three tornadoes, two of which were spawned by **Hurricane Omar**, indicated that less frequent but high-impact events, such as tornadoes, should also be incorporated into disaster risk management planning.
- **Hurricane Omar (2008):** This hurricane brought strong winds and heavy surf. While the eye of the hurricane did not make direct landfall, the storm caused coastal damage, including erosion and damage to beaches, docks, and coastal infrastructure. There were no reported fatalities or major injuries, but the tourism sector experienced temporary disruptions due to storm-related damage and cancellations.
- **Hurricanes Ivan and Jeanne (2004):** These hurricanes affected the region and again brought attention to the need for improved disaster preparedness and resilience to hurricane impacts in Anguilla.
- **Hurricane Lenny (1999):** This storm brought significant flooding to Anguilla, underscoring the island's vulnerability to intense rainfall and coastal inundation.
- **Hurricane Luis (1995):** Similar to Irma, Hurricane Luis resulted in substantial damage, including severe flooding and the destruction of infrastructure, demonstrating the recurring risk of hurricanes in the region.
- **Hurricane Donna (1960):** This storm resulted in significant damage to the island and caused infrastructural reform to the island.

Intense rainfall can cause flooding and highlights the vulnerability of low-lying areas. Anguilla is also at risk of earthquakes and tsunamis. The country's position near tectonic plate boundaries makes it susceptible to seismic activity and potential tsunami risks.

Although less immediate, volcanic activity in the broader Caribbean region remains a potential threat. The island's experience with these hazards underscores the need for continuous investment in mitigation measures, resilient infrastructure, and emergency preparedness.

In addition to natural hazards and disasters, Anguilla has faced several anthropogenic threats that highlight the importance of industrial safety, maritime security, and environmental protection. Key examples include:

- **Undersea Communications Cable Cut (2023):** A single point of failure in the island's connectivity was exposed when the undersea communications cable was severed, resulting in a complete blackout. The incident disrupted government operations, financial services, hospitality, and island-wide communications, effectively cutting Anguilla off from the rest of the world.
- **Air Crash (2008):** A major air crash on the island highlighted the need for effective aviation-related emergency protocols.
- **Marine Accidents (2008):** In 2008, Anguilla experienced three significant marine accidents, emphasizing the importance of maritime safety and emergency preparedness for its coastal activities.
- **Gasoline and Diesel Spill (2008):** An incident of sabotage led to a large fuel spill, further emphasizing the need for robust industrial safety and environmental risk management systems.

## 1.2 Disaster Risk Reduction Financing

Disaster Risk Reduction Financing is the practice of arranging financing, developing policies, legal and institutional frameworks and building capacity in advance, to ensure that funding is available and efficiently used for rapid response and recovery to address the economic costs of natural hazards (World Bank, 2020).

Anguilla's approach to Disaster Risk Reduction (DRR) financing is shaped by its high vulnerability to climate-related hazards such as hurricanes, storm surge, and drought. As a SID, the island faces significant fiscal and infrastructural constraints that necessitate innovative and responsive financing strategies. Anguilla's annual government budget does include allocations for limited staffing of the Department of Disaster Management (DDM), and minimal supplies for the NEOC. No provisions are made in the annual budget specifically for the work of the NDMC though these are part of broader ministerial appropriations rather than a ring-fenced disaster fund.

While domestic DRR funding is limited due to budgetary pressures, Anguilla has strategically leveraged regional insurance mechanisms and donor-supported initiatives to finance risk reduction and build long-term resilience.

The cornerstone of Anguilla's risk financing approach is its participation in the Caribbean Catastrophe Risk Insurance Facility (CCRIF SPC), a parametric insurance scheme that provides immediate liquidity following disaster events. Anguilla has received payouts from CCRIF following Hurricane Earl (2010), various flooding events and Hurricane Irma (2017), which helped bridge the financing gap in the critical early response phase. These payouts have demonstrated the value of risk transfer tools in reducing the economic shock of disasters and maintaining fiscal stability.

In recent years, Anguilla has also benefited from regional and international technical assistance under programs such as Resilience, Sustainable Energy and Marine Biodiversity Programme (RESEMBID) and the World Bank's Caribbean Risk Financing Initiative, which support capacity-building in disaster risk financing, strategic planning, and the integration of risk-informed decision-making into national budgeting processes. Additionally, efforts are underway to enhance public infrastructure management through a newly implemented Asset Management System, enabling the Government of Anguilla to monitor vulnerabilities and prioritize retrofits and maintenance with disaster resilience in mind.

Despite these advances, significant challenges persist. These include the absence of a dedicated national disaster contingency fund, limited fiscal space for DRR investments, and gaps in financial planning that align with sectoral risk profiles. As such, Anguilla continues to pursue a layered financing strategy that combines insurance, donor financing, and future efforts to build national reserves and strengthen the enabling environment for private sector investment in resilience.

To further enhance DRR financing, Anguilla will need to integrate financial protection strategies into national development planning, expand risk analytics and data systems, and mobilize new partnerships that support sustainable investment in resilient infrastructure, systems, and communities.

### 1.3 National Disaster Management System in Anguilla

The main legislation governing disaster operations and organizational responsibilities is the Disaster Management Act (2007). This legislation is supported by the Land Development (Control) Act (2010), the Emergency Powers Act, the Comprehensive Disaster Management Policy (2013), the Draft Anguilla Constitution Order (2008), and the Anguilla Building Code, among other policies and plans.

Anguilla's approach to disaster risk management must be deeply rooted in its specific vulnerabilities and resource limitations.

The creation of the Department of Disaster Management in 2004 and the implementation of the Disaster Management Act as well as the CDM Strategy represent significant milestones in establishing a coordinated policy framework. However, ongoing efforts must focus on:

- Planning for Recovery
- Strengthening early warning systems and hazard databases.
- Improving community awareness and preparedness.
- Integrating disaster risk reduction measures into national development planning.

### *1.3.1 Department of Disaster Management*

The Department of Disaster Management exists under the Office of the Governor. The Department, under the supervision of a Director, is responsible for coordinating the general policy of the Government relating to the preparedness for, mitigation of, response to and recovery from emergencies and disasters in Anguilla. The Department of Disaster Management focus has been on formulating partnerships, designing sustainable projects and obtaining grants for engaging in the regional and global initiatives to facilitate growth of the risk reduction programmes in Anguilla.

The Department of Disaster Management (DDM) in Anguilla is the lead government agency responsible for coordinating preparedness, response, and recovery efforts for natural and man-made hazards. The DDM was created in 2004, and the Disaster Management Act came into force in 2007. The DDM works to develop and implement disaster risk reduction strategies and emergency management plans, often collaborating with regional organizations like the Caribbean Disaster Emergency Management Agency (CDEMA).

The operations of DDM are aligned to international, regional, and national disaster risk management framework namely the United Nations (UN) Sendai Framework for Disaster Risk Reduction and the CDEMA enhanced Comprehensive Disaster Management (CDM) approach. Anguilla's ratification of the Sendai Framework for Disaster Risk Reduction 2015-2030 is a work in progress. The DDM has been designated the operational and implementing agency for the Sendai Framework which seeks to substantially reduce disaster risk and losses of life, livelihood, and health and in the economic, physical, social, cultural, and environmental assets of persons, businesses, communities, and countries.

# Mission

To provide comprehensive disaster management services to individuals and organizations of all sizes. With a dedicated team to support community preparedness for, response to, and recovery from disasters in a timely and effective manner.

## Vision

A resilient Anguilla through effective partnerships where no lives are lost after a crisis.

## Our Values

Integrity | Efficiency | Dignity  
| Honesty | Sustainable |  
Resilience | Community  
Focus | Inclusive

# Our Functions

WHAT MAKES US DIFFERENT



## Laws and Authority

This involves the Territorial laws and implementing regulations that establish the legal authority for the development and implementation of the disaster management programme and organization, and defines the emergency powers, authorities, responsibilities of the Governor, elected officials, and the Director of the Department of Disaster Management.



## Hazard Mitigation

The intent of a hazard mitigation process is to target resources and prioritize mitigation activities to lessen the effects of disasters to the population, communities, businesses, industries, and government.



## Resource Management

Resource management involves the systematic development of methodologies for the prompt and effective identification, acquisition, distribution, accounting, and use of personnel, facilities, and major items of equipment for essential emergency functions.



## Hazard Identification and Risk Assessment (HIRA)

Anguilla's Hazard Identification and Risk Assessment process involves the identification of hazards and the assessment of risks to persons, public and private property, and structures. The data collected at the community/island level provides much of the data Anguilla will use to produce its assessment of risk. The information collected during the HIRA will also be used for more detailed damage and loss



## Planning

Our services involve the development of several types of plans. This function deals with the most important plan: a Comprehensive Disaster Management Strategy and Programming Framework (CDMSPF) that outlines an approach for reducing the hazards that Anguilla faces and focuses on emergency response and short-term recovery from a disaster occurrence.



## Control and Coordination

During the pre-, trans-, and post-phases of the emergency response, direction, control, and coordination allow officials to 1) analyze the situation and decide how to quickly and effectively respond; 2) direct and coordinate response forces; 3) coordinate with other jurisdictions; and 4) use available resources efficiently and effectively.



## Communication and Warning Systems

Communications involve establishing, using, maintaining, augmenting, and providing backups for all types of communications devices required in day-to-day emergency and response operations. Warning comprises the dissemination of information to Government officials and the public and timely forecasts of all hazards requiring emergency response actions.



## Operations and Procedures

Development, coordination, and implementation of operational plans and procedures are fundamental to effective disaster response and recovery. Standard Operating Procedures (SOPs) and checklists provide the detailed instructions that an organization needs to fulfill responsibilities assigned in the National Disaster Management Plan (NDMP)



## Logistics and Facilities

The identification, location, acquisition, distribution, and accounting for services, resources, material, and facilities are required to adequately support disaster management activities. For major incidents, the National Mechanism will work closely with our team to coordinate logistical needs.



## Training

Assessment, development, and implementation of a training/educational programme for public/private officials and emergency response personnel.



## Exercises

A programme of regularly scheduled exercises, designed for assessment and evaluation of emergency response plans and capabilities, is critical to the Territory's Disaster Management Programme.



## Community Information and Outreach

Public Information and Education provides the general public with education on the nature of hazards, protective measures, and an awareness of the responsibilities of Government and citizens in an emergency/disaster. During a disaster event, this function focuses on providing accurate, timely, and useful information and instructions to people at risk in the community throughout the emergency period.



## The National Emergency Operation Centre (NEOC)

When required, facilitate the procurement and movement of resources, communications and coordination for the response agencies. Equip, staff and manage the National Emergency Operations Centre (NEOC).



## Regional Relationship

Lead in the execution of Anguilla's obligations as a CDEMA participating state and other agencies including OECS, WHO, PAHO.



## Focal Point

Act as the Disaster Management focal point with neighboring states and regional and international agencies.



## Shelter Management

We oversee the identification, designation, preparation, inspection and operation of emergency shelters across Anguilla.

### 1.3.2 *National Disaster Management Committee*

The NDMC serves as DDM's advisory and coordinating body, convening sector leads including health, education, utilities, civil society and private sector representatives. The NDMC guides strategy development, resource allocation, and cross-sector collaboration under the CDM Policy. As such, it is the central review and policy formulation body for disaster management, instigating national strategies and supporting work programmes for all phases of disaster management; mitigation, preparedness, emergency response and recovery. This group convenes as necessary and provides a briefing of activities done to achieve its overarching purpose.

The National Disaster Management Committee comprises:

- The Governor or, in their absence, the Deputy Governor, as Chairman;
- A Government Minister;
- the Permanent Secretary in the Office of the Premier;
- the Permanent Secretary, Ministry of Social Development (MSD);
- the Permanent Secretary, Ministry of Finance (MoF);
- the Permanent Secretary, MICUHITES;
- Permanent Secretary Public Administration;
- the Permanent Secretary, Ministry of Tourism;
- the Anguilla Tourist Board (ATB);
- The Director, Department of Disaster Management;
- the Royal Anguilla Police Force (RAPF);
- the Anguilla Fire and Rescue Service (AFRS);
- the Anguilla Red Cross;
- the Commissioner of the Department of Health Services; and
- such other Ministries, Agencies, Boards, Departments of Government the Governor in Council thinks fit.

In “blue skies” or “normal,” non-disaster or emergency times the NDMC provides guidance to the Governor and Executive Council on disaster and emergency related issues, and performs duties such as writing and exercising plans. During “grey skies” or hazard events or emergencies, members are

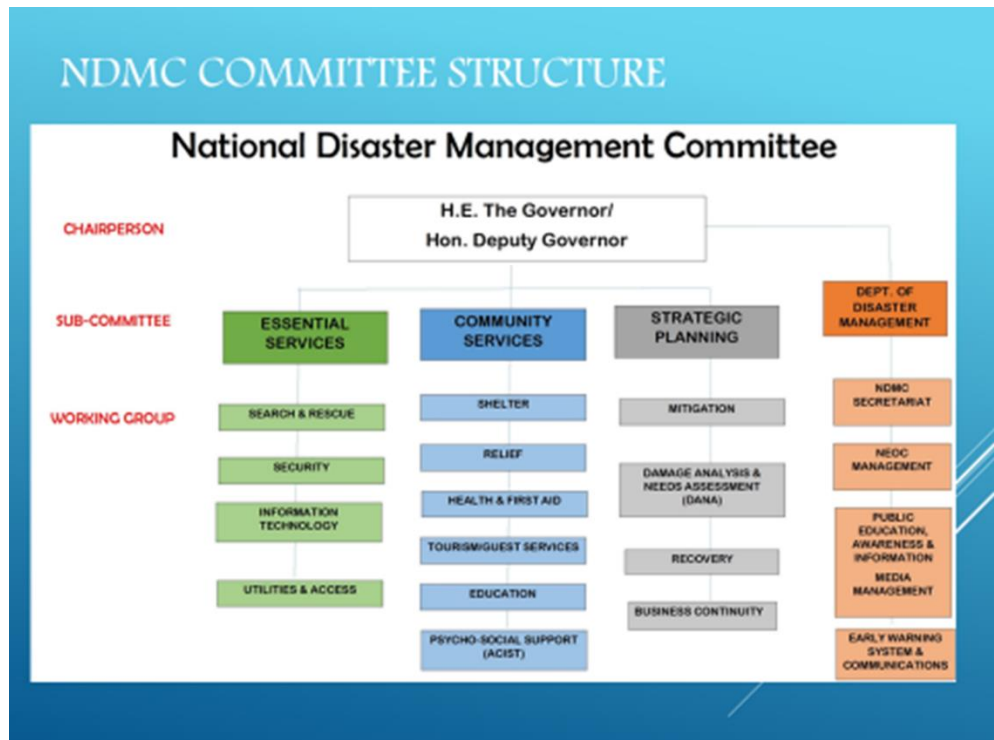


Figure 1: Anguilla's NDMC Structure

responsible for the continuity of operations of their agencies or ministries as well as, if necessary, based on their position, providing support to the National Emergency Operations Centre (NEOC).

## National Emergency Operations Centre

Anguilla's NEOC is situated adjacent to the Police Headquarters in The Valley and is the operational command hub during major events (e.g. hurricanes, tsunamis, or oil spills). During major events, the NEOC mobilizes response efforts, integrates multi-agency coordination, and facilitates communication between DDM, NDMC, first responders, and essential services providers.

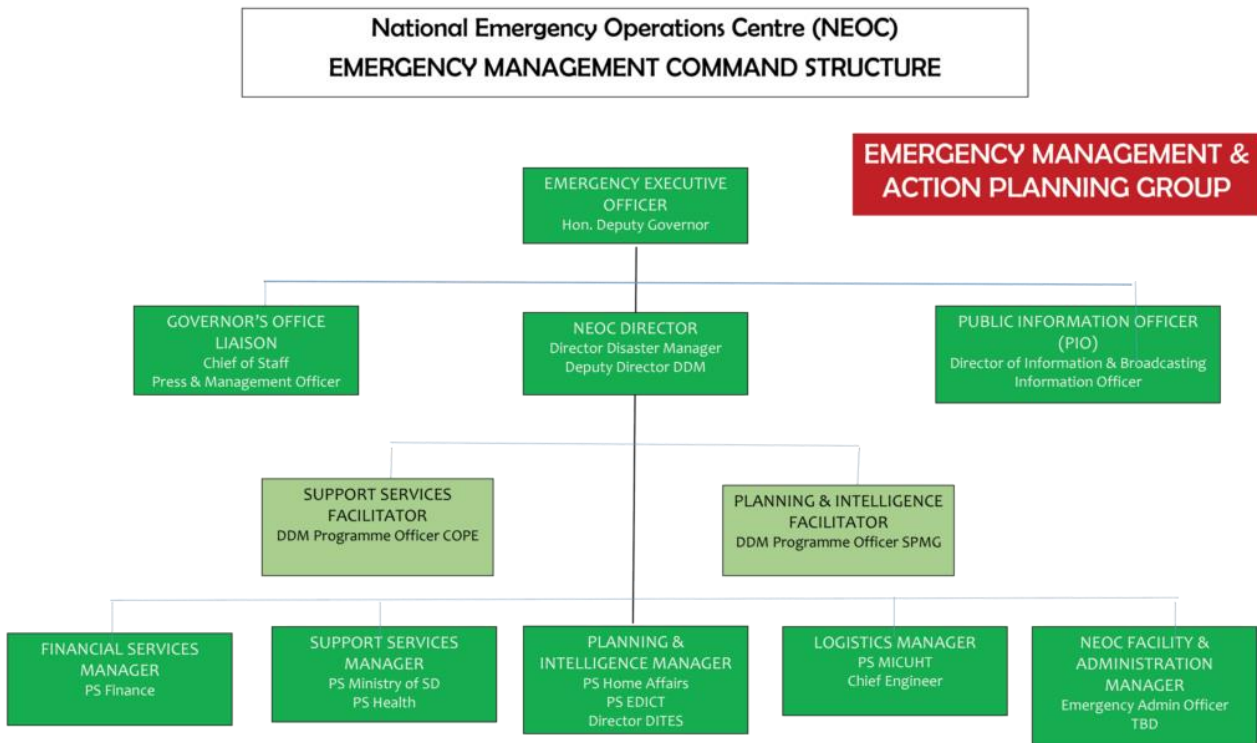


Figure 2: NEOC Emergency Management & Action Planning Group Command Structure



Figure 3: NEOC Disaster Executive Group Command Structure

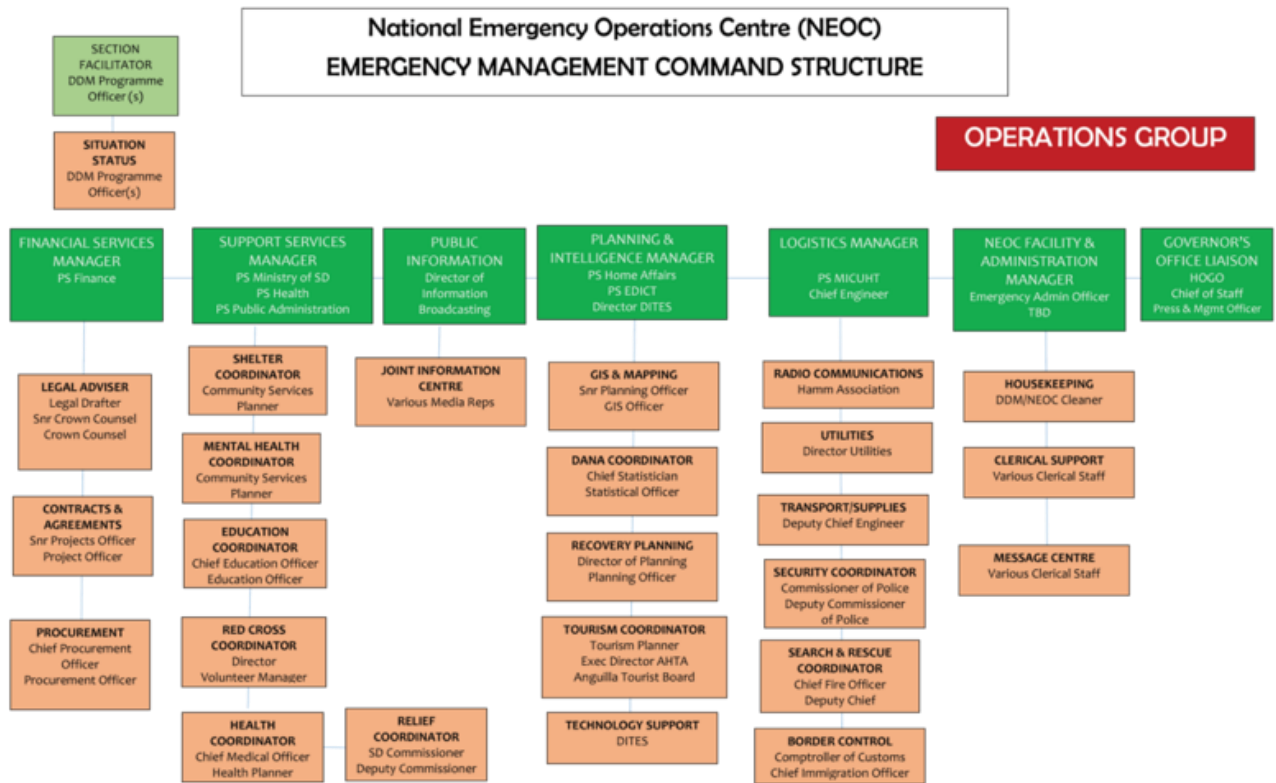


Figure 4: NEOC Operations Group Command Structure

## 2.0 NORMATIVE FRAMEWORKS - NATIONAL, REGIONAL AND INTERNATIONAL

Given the potential benefits of integrated approaches to Climate Change Action (CCA), sustainable development and Disaster Risk Reduction (DRR), the CWP has strategically aligned national, regional and international agendas across all its Programmes. Common themes, scopes and objectives are central to these agendas providing a foundation for a cohesive and unified approach to DRR. These documents are considered as complementary, reinforcing one another in terms of their implementation to ensure greater effectiveness and synergy.

### 2.1 National Frameworks

The main legislation governing disaster operations and organizational responsibilities is the Disaster Management Act (Revised, 2022). This legislation is supported by the Land Development (Control) Act (2010), the Emergency Powers Act, the Comprehensive Disaster Management Policy (2013), the Anguilla Constitution Order (2022), and the Anguilla Building Code, among other policies and plans.

#### 2.1.1 *Disaster Management Act (2007; Revised 2008)*

This act outlines the policy and regulations to be followed as it relates to preparation, mitigation, response to and recovery from disasters with regards to the Department of Disaster Management, National Disaster Management Committee, and Emergency Operations Centre. Other relevant national legislation includes:

- Coastal Erosion Act
- Beach Control Act
- Land Development Control Act
- Fisheries Act
- Police Act
- Anguilla Fire Services & Rescue Act
- Health Authority Act
- Environmental Health Act
- Anguilla Red Cross MOU
- Essential Services Act
- International Health Regulations 2005

### *2.1.2 Comprehensive Disaster Management Policy (2013)*

This policy provides the framework within which the DDM operates and implements its CDM Strategy and Country Work Programme.

### *2.1.2 Government of Anguilla Strategic Priorities 2026*

The Government of Anguilla's 2026 Policy Priorities are strongly aligned with the strategic outcomes of the CDM Country Work Programme 2026–2030, reinforcing a shared commitment to resilience, safety, and sustainable development. The priority of **Enhancing National Security and Emergency Preparedness** complements CDM Outcomes 1 and 2, which focus on strengthening institutional capacity, emergency coordination, and operational readiness through updated legislation, resilient recovery strategies, and improved emergency infrastructure. The government's emphasis on **Advancing Community Well-Being and Social Protection** is reflected in CDM Outcome 4, which promotes community resilience through public awareness, inclusive disaster risk reduction (DRR) initiatives, and capacity-building at the grassroots level. Meanwhile, the focus on **Strengthening Infrastructure Through Strategic Investment and Sustained Maintenance** aligns with CDM Outcome 3, which integrates DRR into key sectors such as health, education, tourism, and housing, ensuring that infrastructure development is risk-informed and climate-resilient. Together, these frameworks create a unified approach to building a safer, more prepared, and sustainable Anguilla.

## 2.2 Regional Frameworks

### 2.2.1 CDEMA Comprehensive Disaster Management (CDM) Strategy 2014 – 2024

The **Comprehensive Disaster Management (CDM) Strategy 2014–2024**, developed by CDEMA, is the primary regional framework for DRM in the Caribbean. It adopts an all-hazards, multi-sectoral approach that integrates disaster risk reduction into national development planning. Its core goals include:

- Strengthening regional and national governance for DRM.
- Enhancing disaster risk knowledge through improved data collection, analysis, and sharing.
- Promoting resilience-building initiatives at the community level.
- Ensuring sustainable financial and technical support for DRM initiatives.

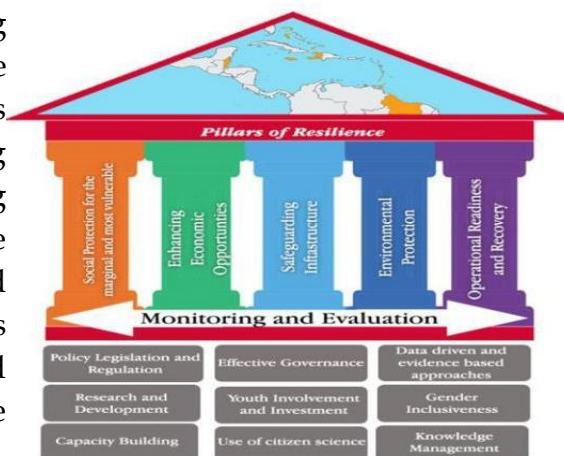


Figure 5: The CDM Strategy Framework 2014-2024 (Extended to 2030)

The CDM Strategy is fully aligned with the principles of the Sendai Framework and supports the achievement of key Sustainable Development Goals (SDGs). By incorporating global best practices, such as risk-informed development planning and climate adaptation, the strategy addresses the unique vulnerabilities of Caribbean SIDS.

## 2.2.2 Caribbean Resilience Framework

Following the unprecedented 2017 hurricane occurrences and impacts in the Caribbean region and the recognition of the region’s vulnerability to a variety of hazards, the Heads of Government of the Caribbean Community at their Twenty-Ninth Inter-Sessional Meeting (February 2018, Haiti) decided to revisit the region’s resilience agenda in this context. This resulted in a consultative process involving CARICOM regional institutions and Participating States and resulted in the development of the Caribbean Resilience Framework which is aligned to the CDM Strategy and is based on five (5) pillars of resilience along with their foundational and reinforcing elements. The five pillars of resilience are:



- I. Social Protection for the Marginal and Most Vulnerable
- II. Safeguarding Infrastructure
- III. Enhancing Economic Opportunity
- IV. Environmental Protection
- V. Operational Readiness and Recovery

Figure 6: The Five Pillars of Resilience in the Caribbean Resilience Framework

The Caribbean Resilience Framework was approved at the Thirty-Ninth Regular Meeting of the Conference of the Heads of Government of the Caribbean Community, July 4-6, 2018, at Montego Bay. It was also discussed at the UNDRR Global Platform 2019 in Geneva, Switzerland, and endorsed as an applicable pathway for Small Island Developing States and Low-Lying Coastal States.

## 2.3 International Level

### 2.3.1 Sendai Framework for Disaster Risk Reduction (SFDRR) 2015-2030

The **Sendai Framework for Disaster Risk Reduction 2015–2030** is a cornerstone for global disaster risk management. It provides member states, including SIDS such as Anguilla, with a strategic roadmap to safeguard development gains from the adverse impacts of natural hazards and disasters. The framework adopts a holistic approach to DRM, emphasizing three core dimensions:

- **Vulnerability and Capacity:** Understanding the weaknesses in systems and the resources available to address disaster risks.
- **Exposure to Hazards:** Identifying populations, infrastructure, and assets located in hazard-prone areas.
- **Hazard Characteristics:** Assessing the nature, frequency, and intensity of hazards.

This multidimensional approach seeks to reduce existing disaster risks, prevent the creation of new risks, and enhance resilience. The Sendai Framework also emphasizes resilience-based planning, integrating disaster risk reduction into local and national development strategies and urban planning processes. For Caribbean nations, this aligns with the need for adaptive strategies that account for climate-related hazards such as hurricanes, sea-level rise, and droughts.

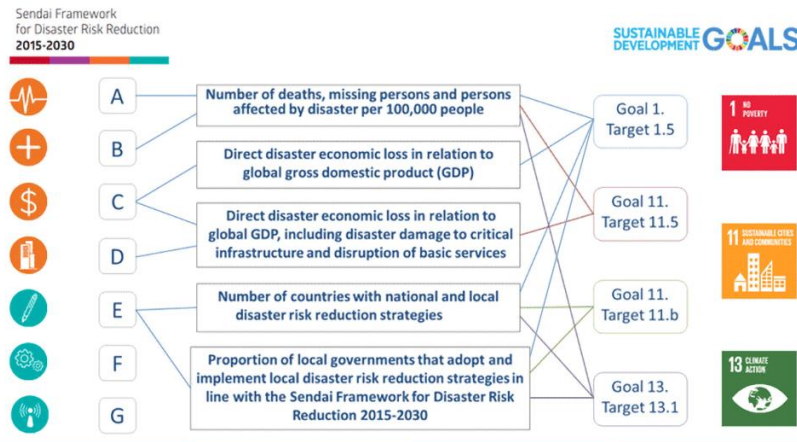


Figure 7: The Sendai Framework Seven Global Targets

The integration of advanced technologies, such as **geo-informatics, remote sensing, and geographic information systems (GIS)**, plays a pivotal role in achieving Sendai's objectives. These tools enable disaster managers to conduct hazard mapping, vulnerability assessments, loss estimation, and monitor progress toward building resilience.

### 2.3.2 Sendai Monitor

The **Sendai Framework Monitor** is a tool developed by the United Nations Office for Disaster Risk Reduction (UNDRR) to track global progress in implementing the Sendai Framework for Disaster Risk Reduction 2015–2030. Launched in 2018, the Monitor allows countries to report on their achievements and challenges in disaster risk reduction (DRR). It collects data on key indicators aligned with the Sendai Framework’s targets, such as reducing disaster mortality, economic losses, and damage to infrastructure. The Monitor



also supports coherence with other international agendas like the Sustainable Development Goals (SDGs) and the Paris Agreement on Climate Change.

By providing a standardized and transparent reporting platform, the Sendai Framework Monitor enables evidence-based decision-

Figure 8: Example of the Sendai Monitor

making, encourages accountability, and helps stakeholders—governments, NGOs, and the public—understand and address disaster risks more effectively.

### 2.3.3 Sustainable Development Goals (SDGs)

The **Sustainable Development Goals (SDGs)** provide a global framework for addressing the interconnected challenges of poverty, inequality, and climate change. Of particular relevance to DRM are the following:

**SDG 1 (No Poverty):** Building resilience to disasters reduces vulnerabilities that perpetuate poverty.

**SDG 11 (Sustainable Cities and Communities):** Enhancing urban resilience and ensuring safer settlements.



Figure 9: Snapshot of Sustainable Development Goals

**SDG 13 (Climate Action):** Strengthening adaptive capacity and reducing climate-induced disaster risks.

**SDG 17 (Partnerships for the Goals):** Promoting international cooperation for DRR and sustainable development.

By aligning DRM efforts with the SDGs, the Caribbean region can strengthen institutional capacities, prioritize sustainable development, and address the underlying drivers of risk.

### *2.3.4 Emergency Management Standard (EMS) – EMAP*

The Emergency Management Standard is a 73-standards continuous improvement tool that is used by the Emergency Management Accreditation Program<sup>1</sup> (EMAP) as part of a voluntary accreditation process for emergency management programmes. The Emergency Management Standard is a rigorous yet scalable industry standard for Emergency Management Programmes. The Standard is flexible in design so that programs of varying sizes, with different populations, risks, and resources, can use it not only to achieve accreditation but as a blueprint for improvement. The Standard was collaboratively developed through a series of working groups of emergency management stakeholders from government, business, and other sectors, and continues to evolve to represent the best in emergency management (EMAP, 2019).

The Emergency Management Standard covers:

- Program Management, Administration and Finance, and Laws and Authorities
- Hazard Identification, Risk Assessment and Consequence Analysis
- Hazard Mitigation
- Prevention
- Operational Planning and Procedures
- Incident Management
- Resource Management, Mutual Aid and Logistics
- Communications and Warning
- Facilities
- Training
- Exercises, Evaluations, and Corrective Action
- Emergency Public Education and Information

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<sup>1</sup> EMAP, as an independent non-profit organization, fosters excellence and accountability in Emergency Management and Homeland Security Programs by establishing credible standards applied in a peer reviewed Assessment and Accreditation Process

Like the Caribbean’s Regional CDM Strategy and Results Framework, the Emergency Management Standard framework provides for the management and coordination of prevention, mitigation, preparedness, response, and recovery activities for the multiple hazards that have the potential to impact Anguilla. The Emergency Management Standard outlines “what” should be included in a high-quality national disaster management system rather than prescribing exactly “how” a country should function or implement various disaster risk management activities. The Emergency Management Standard recognizes that each country is different and, therefore makes provisions that allow the country to achieve the standards using the resources that are available while continuously identifying areas for improvement.

The inclusion of reference to the Emergency Management Standard is important for British Overseas Territories like Anguilla as the Governor’s Office/UK Foreign, Commonwealth and Development Office) is in full support of the accreditation process and provides funding to conduct the baseline assessments.

### **3.0 COUNTRY WORK PROGRAMME DEVELOPMENT PROCESS**

The overall aim of the CWP is to establish a strategy and plan to enhance the country’s ability to implement, monitor and report on CDM progress. The objectives of the CWP are:

- 1) Establish strategic planning of CDM and DRR for a multi-hazard context, aligned with the corresponding regional and international standards, linked with climate change and development efforts and enabled by effective risk financing;
- 2) Create the Logical Framework Analysis (LFA) which specifies the short, medium and long-term results and achievements to be derived over the programmatic period;
- 3) Create the PMF, which sets out standards for measurement of progress and achievements and provides the capacity to report on progress at any given time.

To achieve CDM among its 20 PSs, CDEMA has adopted and employed the Strategy and Results Based Management (RBM) Framework 2014-2024, as a tool to incorporate CDM into decision-making and planning at the regional, national and community levels. To propel CDM implementation at the national and community levels, CDEMA developed a Blueprint for Advancing CDM at the National Level. The CWP is featured within the Blueprint, and is a programmatically driven strategic instrument, which spans 3-5 years. As a tool, the CWP improves the ability of National Disaster Organisations (NDOs) to monitor and report on a country’s capacity to reduce vulnerability due to hazard events.

The methodology of the CWP process generally followed the logical six steps, beginning with the situational analysis and ending with the organization of the CWP documentation, which is elaborated in the subsequent narratives.

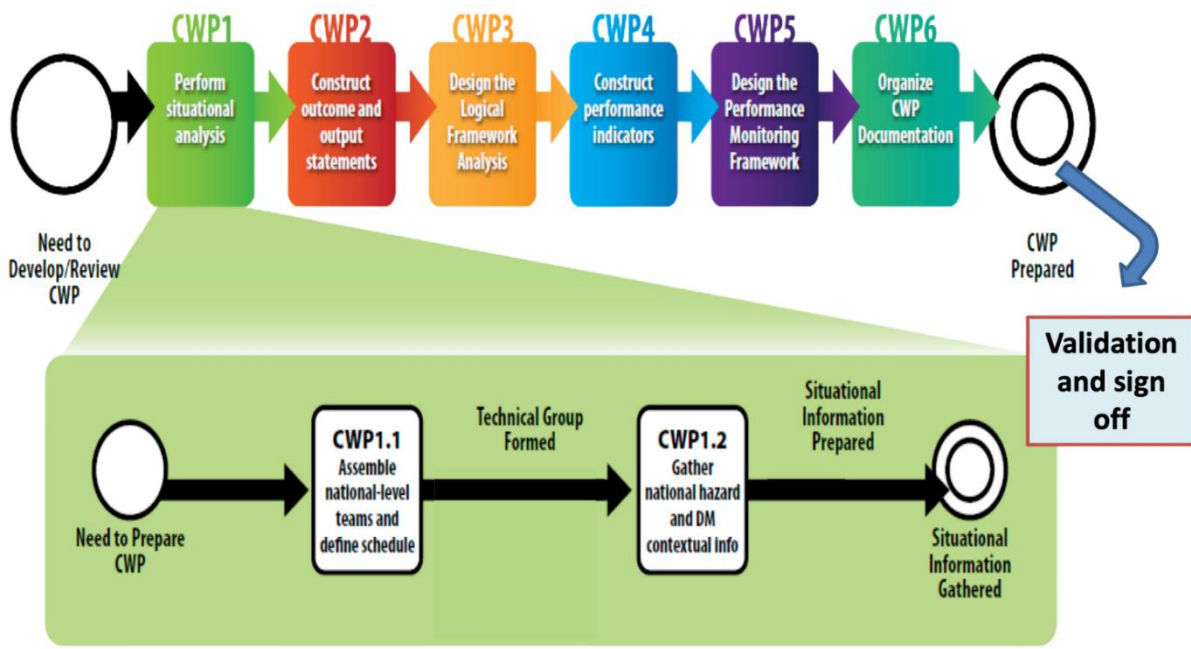


Figure 10: Snapshot of CDM Development Process

Figure 10 below provides a summary of steps undertaken to draft the logic model for Anguilla.

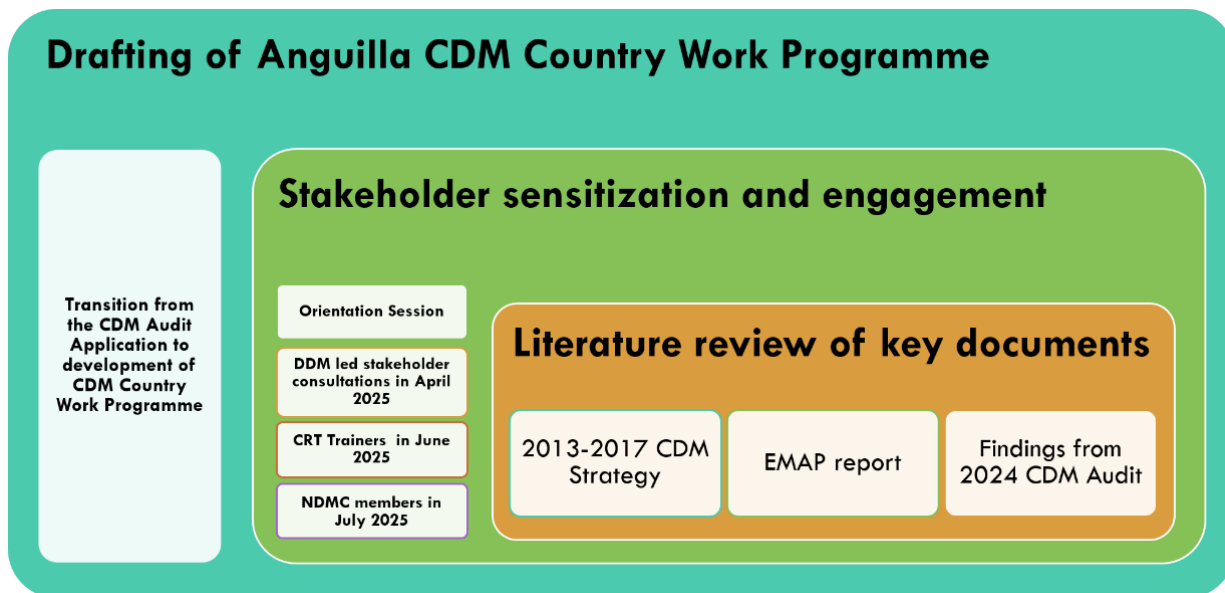


Figure 11: Summary of steps undertaken to develop the draft logic model for Anguilla

## 3.1 Situational Analysis

The situational analysis is key to designing the CWP. It draws on multiple and varied sources to provide contextual understanding of the implementation environment and to identify priorities for DRM in Anguilla.

### 3.1.1 CDM Audit Summary and Gap Analysis

The **CDM Audit Tool** is a crucial first step in developing the **Country Work Programme (CWP)**. In 2022, the CDM Audit was administered in Anguilla to assess the level of **Disaster Risk Management (DRM)** planning and the institutional support embedded within DDM. The audit was conducted through a highly consultative process, including **stakeholder engagements and a national verification workshop**. The findings from this process formed the foundation for this iteration of the situational analysis.

The CDM Audit Tool (2011) was developed by CDEMA and regional stakeholders to promote CDM Standards. It assessed capacity, that is, the strengths and resources of CDEMA PSs at the national and regional levels. CDM Audit Tool represents a comprehensive approach as it covers 457 indicators of the CDM Strategy and the Sendai Framework. The tool is used as the basis for developing the CWP and the PMF for Anguilla. It was developed to gauge the level of DRM planning and the institutional support that is embedded in DDM. The CDM Audit is in alignment with the international frameworks such as the Sendai Framework and the SDGs. The answers obtained during the Audit implementation ranged from life support supplies information to insurance schemes to assist individuals to recover, which reaffirmed the comprehensiveness of the audit. The tool provides an assessment of the four phases of the CDM cycle and attributes scores for each phase, ranging from 1(unsatisfactory) to 3 (excellent). Overall, the results of the CDM Audit were satisfactory, with the Response phase scoring highest, followed by Mitigation, Preparedness and Recovery. Figure 12 shows the scores generated for each of the four CDM phases resulting from the application of the CDM Audit Tool.

The CDM audit reporting process identified both strengths and weaknesses in the phases of the CDM cycle for Anguilla, namely mitigation, preparedness, response and recovery.

The assessment of the four phases of the Disaster Management cycle—Mitigation, Preparedness, Response, and Recovery—evaluated several components, key elements, and sub-elements aligned with regional and international standards. Data analysis included linkages to regional and global frameworks, such as the CDM Strategy and Sendai Framework for Disaster Risk Reduction, facilitating reporting to the Sendai Monitor.

In completing the tool, a three-tier scoring system was employed to measure the country’s performance against the phases of the disaster management cycle:

1. Standard not met, indicating no provisions in place (includes areas not addressed at all or now being initiated).
2. Standard partially met, where provisions exist but are inadequate or not fully operational (beyond the point of initiation but not final).
3. Standard fully met, signifying adequate implementation of outlined provisions (completed, available).

Non-applicable questions were excluded from average score calculations, ensuring an accurate representation of compliance levels. Once the data was populated into the CDM Audit tool it generated an overall score which was plotted on a speedometer, as displayed in the figures below under each phase.



Figure 12: CDM Audit Tool Scoring Metric

The application of the tool to the various of disaster management of the country yielded the following results.

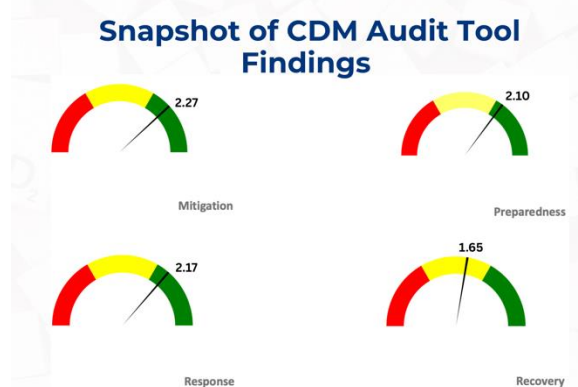


Figure 13: Snapshot of Anguilla CDM Audit Findings

Overall, the Mitigation phase scored 2.27 out of a possible 3.00. This was the highest scoring phase. Preparedness scored 2.10 out of a possible 3.00, the third highest scoring phase. Response scored 2.17 out of a possible 3.00, the second highest scoring phase. Recovery scored 1.65 out of a possible 3.00, the lowest scoring phase.

## Mitigation

Score: 2.27 out of 3.00

Strengths in **structural mitigation (2.63)** and **risk financing (2.58)** reflect Anguilla's efforts in enforcing building codes, land-use planning, and insurance measures. However, gaps in **risk identification (1.92)** and **non-structural mitigation (1.96)** highlight the need for updated hazard databases, multi-risk assessment methodologies, and comprehensive policies for disaster risk reduction (DRR).

	<b>Scores</b>
<b>MITIGATION</b>	<b>2.27</b>
<b><u>Components:</u></b>	
Risk Identification	1.92
Non-Structural Mitigation	1.96
Structural Mitigation	2.63
Risk Financing	2.58

Figure 14: Summary of components which contributed to the assessment of the Mitigation Phase

## Preparedness

	<b>Scores</b>
<b>PREPAREDNESS</b>	<b>2.10</b>
<b><u>Components:</u></b>	
Governance	2.33
Education & Information	1.93
Training & Exercises	1.64
Warning & Alerts	2.40
Finance & Administration	1.78
Community Resilience	2.50

Figure 15: Summary of components which contributed to the assessment of the Preparedness Phase

Score: 2.10 out of 3.00

**Governance (2.33)** structures are well-defined, with existing legal frameworks and policies like the Disaster Management Act and the National Disaster Management Plan. However, significant gaps in **training and exercises (1.64)**, **finance and administration (1.78) (components)**, and **knowledge management (1.00) (key element)** indicate a need for regular simulation drills, standardised training programmes, and improved information-sharing systems.

## Response

	<b>Scores</b>
<b>RESPONSE</b>	<b>2.17</b>
<b><u>Components:</u></b>	
Activation	2.25
Resources	2.16
Immediate Rehabilitation	2.25
Deactivation	2.00

Figure 16: Summary of components which contributed to the assessment of the Response Phase

Score: 2.17 out of 3.00

Anguilla's **National Emergency Operations Centre (NEOC)** and sector-specific emergency operations centres (EOCs) are operational. There are established communication redundancies and damage assessment capabilities.

However, challenges persist in key elements such as **needs assessment (1.33)** and **resource restoration (1.67)**, including integrating external humanitarian aid and securing funds for replenishing emergency supplies.

## Recovery

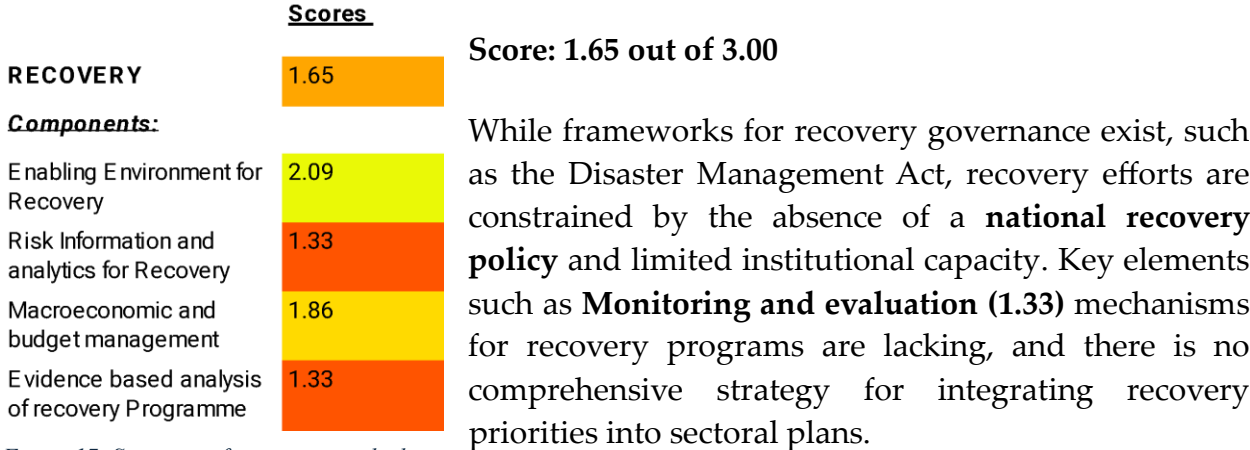


Figure 17: Summary of components which contributed to the assessment of the Recovery Phase

## Health Sector Capacity Assessment

Components	Index
1. Governance	50.00
2. Competencies (operational capacity) and Skills	41.67
3. Resources and Tools	66.91
	158.58

Figure 18: Summary of the Health sector recovery capacity assessment

The Sector Recovery Capacity Assessment (SRCA) was completed by the Health Sector, where it was revealed that while there is moderate access to resources and tools, including finances for Anguilla’s Health Sector, significant gaps still exist. Overall, **Governance (50.00)**, **Competencies (operational capacity) and Skills (41.67)**, and **Resources and Tools (66.91)** were assessed. This indicated that integration was basic

with respect to Competencies and Skills, and moderate with respect to Governance and Resources and Tools.

While DRM policies and legal frameworks exist, they lack clarity in defining institutional roles for recovery and are not well integrated into sectoral laws and policies. Although professionals are available to coordinate recovery projects, the sector lacks dedicated DRM specialists and offers limited training on disaster resilience, gender inclusion, and disability considerations. Restricted access to multi-hazard risk maps and the absence of a centralized data repository hinder risk-informed decision-making.

## 3.2 Designing The Logical Framework Analysis

The Logical Framework was developed using a pronged approach. The initial draft of the impact, outcome and output statements were crafted based on the National 'Comprehensive Disaster Management Strategy 2011-2017 result statements, as well as feedback shared during the CDM Audit stakeholder consultations and the findings from the CDM Audit. A survey instrument was used to capture stakeholder interventions on the draft language (impact, outcome and output statements). Stakeholders were asked to review the language and use the options provided for each output to indicate if to keep the proposed language as is, keep the proposed language with amendments or remove the proposed output as the content was not relevant.

To assist the smooth capture of this information, sessions were facilitated by the DDM with stakeholders to guide them through the survey instrument. These sessions were held as follows:

Additionally, as part of the Community Disaster Response Team Train-the-Trainer Workshop which was held 23-27 June 2025, stakeholders reviewed the proposed language and recommended changes to the impact statement options, Outcome 4 and Outputs 4.1-4.6. Stakeholders also proposed some key activities for the outputs included under Outcome 4.

Finally, The NDMC reviewed the logic model and proposed further amendments. The end result of these interventions was a Logic Model that ensured effective addressing of both current and emerging needs.

### 3.3 Designing the Performance Monitoring Framework

Performance indicators were drafted, to measure DRM at the national level. This was done through close collaboration with the DDM via the NDMC. Technical assistance was provided by The University of the West Indies Disaster Risk Reduction Centre during the drafting process. The performance indicators were then validated and refined based on the feedback.

Expected results, indicators, baseline data, yearly targets, sources of data, frequency of collection, responsibility for data collection and data collection method, were defined by the DDM in consultation with technical stakeholders and those responsible for measuring the CWP's performance. An Excel Spreadsheet was developed to capture this information, and a first draft was constructed. Stakeholder engagement sessions were held on 17 and 22 July 2025, which were facilitated by DDM. The sessions were hosted on the virtual platform Zoom Communications and guided by the UWI DRRC. In these sessions, the stakeholders delved into the PMF in great detail, allowing the UWI Team to finalize the PMF based on these interventions.

### 3.4 Organizing the CWP Documentation

The CWP document template was used to construct Anguilla's CWP document. Inputs from the DDM and the NDMC were incorporated into various sections of the document, with the support of The University of the West Indies Disaster Risk Reduction Centre. A draft document was then sent to the DDM and CDEMA for review. The draft CWP Report was then circulated for feedback, amendments were made and finally submitted for high level approval.

## 4.0 COUNTRY WORK PROGRAMME 2026-2030

The Anguilla five-year CDM CWP is results-based and establishes short, medium- and long-term results (i.e. Outputs, Outcomes and Impact respectively) as agreed by a diversity of stakeholders representing public and private sector, civil society and development partners. The CWP 2026-2030 was developed through a consultative process. The CWP is funded by support from the Caribbean Development Bank (CDB) through the CDEMA Coordinating Unit.

The consultative processes considered the weaknesses identified in the Audit Tool process. Further priority areas were also identified for the inter-sectoral CDM and DRR for the country. The results of connecting these gaps and priorities into the CWP priority areas are demonstrated in Figure 18.

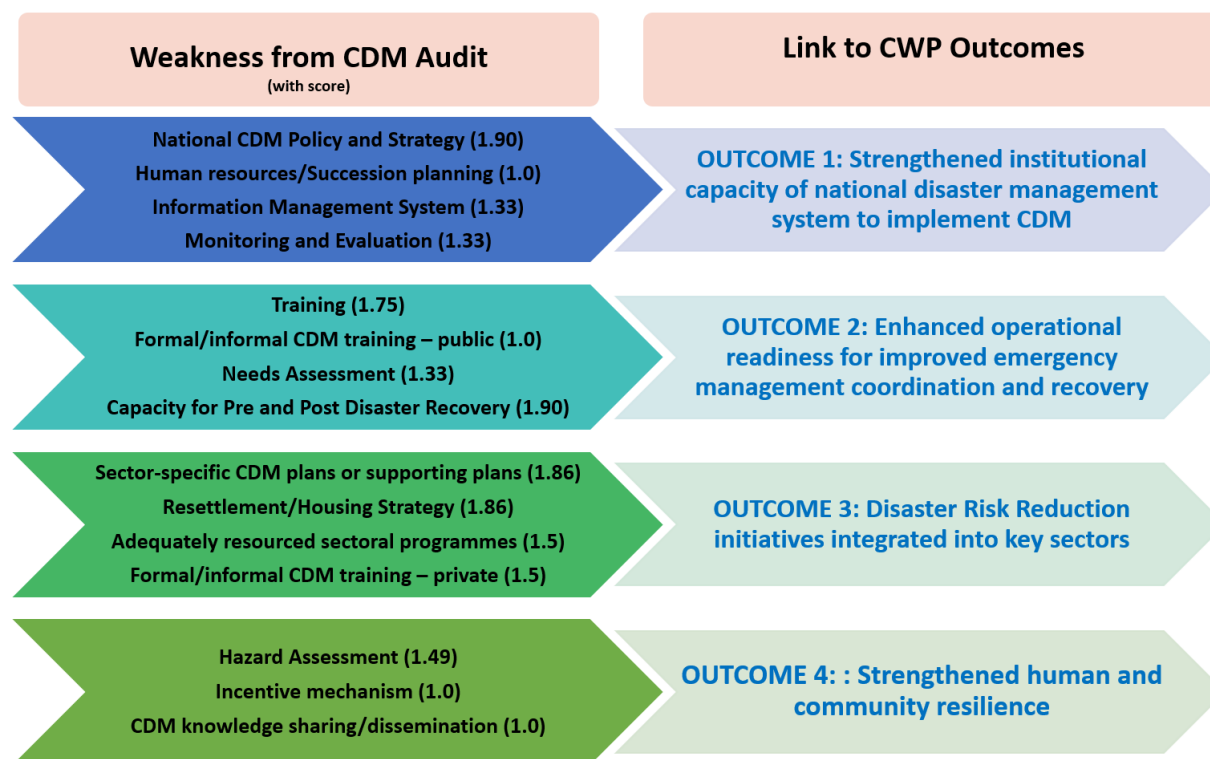


Figure 19: Linkages from weaknesses and recommendations identified in CDM Audit to Outcomes of the CWP

The CWP covers the period 2026 - 2030 and uses the CDM approach with activities across all phases of the DRM cycle. Universally recognized cross cutting themes (climate change, gender, information and communication technologies and environmental sustainability), have been mainstreamed into the work programme and are reflected in the results and activities, in line with the CDM Strategy and the Sendai Framework. The entire CWP excel table (Annex A1) presents the detailed responsibilities, timelines and targets and it is an essential part of this document.

## 4.1 Risks and Assumptions

The implementation of the CDM CWP will hinge on several assumptions, such as the availability of the necessary financing; technical capabilities; intersectoral coordination, and others. Therefore, the following assumptions are made:

- The Government of Anguilla will embrace the CDM CWP and use the authority of its ministries to influence all key agents and agencies to do the same.
- A systematic effort will be made to seek the financial resources necessary to implement the CDM strategy.
- External technical and financial assistance will be available to support implementation of the core strategy.

- The position of Director (or its institutional successor) will be continually occupied during the next five (5) years.
- The DDM has examined and planned for succession within the organisation.

There are also associated risks that can impact on the implementation of the Strategy. The following table is used to present a list of proactive activities which can be used to mitigate the risks identified. The risks have been classified according to the type of strategic intervention to which they are posed.

*Table 1: List of Proactive Activities to mitigate identified risks*

Risks	Risks Actions to mitigate risks
The Executive Council does not approve the CDM Strategy and there is no inter-sectoral mechanism exists to facilitate and coordinate CDM	<ul style="list-style-type: none"> <li>• Develop and present awareness information on the benefits of and need for the Strategy to Executive Council.</li> <li>• The DDM can examine cost benefits in keeping with the ISDR’s Global Impact Assessment Report which highlights projected losses for the Caribbean if national DRM and DRR strategies are not developed and implemented.</li> <li>• The Policy and Legislation both define the requirements of an accompanying national Strategy.</li> <li>• The Strategy can be presented to the NDMC to champion and take forward to Executive Council.</li> </ul>
Government of Anguilla’s austerity initiative to merge all environment agencies may eliminate core functions of the Department of Disaster Management	The DDM serves a key role and function as both a coordinating and planning mechanism of the Territory. A wide range of its programmes, projects and activities can be funded through donor contributions therefore the Strategy is expected to have a minimal impact on the national budget.
Lack of sufficient technical staff to support the work of the CDM Strategy and Programming Framework	<ul style="list-style-type: none"> <li>• Cross training and a division of work through the NDMC’s subcommittees can support limitations present in the DDM.</li> <li>• The Strategy supports capacity building efforts for persons within the NDO.</li> </ul>

## 4.2 Logic Model Summary

The ultimate goal of the CWP is *Embracing an all hazard, all of-Anguilla proactive culture of safety that encourages vulnerability reduction, supports climate action and promotes sustainable development*. This overarching impact will be achieved through four outcomes supported by twenty-three short-term outputs and the implementation of a range of key activities. *The entire CWP Log-Frame is annexed (A1) and should be used as the main tool for implementation*. The prioritized outcomes are as follows:

**Impact Statement: Embracing an all hazard, all of Anguilla proactive culture of safety that encourages vulnerability reduction, supports climate action and promotes sustainable development**

- **OUTCOME 1: Strengthened institutional capacity of national disaster management system to implement CDM**

This outcome will strengthen the legislative and regulatory frameworks, standards and business processes for disaster management, channel more financial resources towards implementing disaster risk management (DRM) programmes and projects and improve capacity for monitoring and evaluation of programmes and projects. The outputs that will contribute to achieving this outcome are:

- Output 1.1: National CDM Policy revised and implemented
- Output 1.2: Disaster Management legislation revised to incorporate CDM considerations
- Output 1.3: DDM sustainably resourced to effectively coordinate the national disaster risk management programme
- Output 1.4: National CDM Work Programme developed and implemented
- Output 1.5: Information systems established to continuously support and monitor CDM implementation
- Output 1.6: Membership in regional and international disaster risk management agencies maintained through active participation

- **OUTCOME 2: Enhanced operational readiness for improved emergency management coordination and recovery**

This outcome will maintain and continue to improve national disaster management plans and related procedures, increase training for actors in the NEMS and enhance emergency communications networks.

Existing plans and procedures will be continuously reviewed and updated and there will be increased use of scenario-based planning and functional exercises to test and improved plans at both the national and community levels.

- Output 2.1: National Resilient Recovery Policy and Strategy developed and implemented
- Output 2.2: Multi-hazard national disaster management systems in place to support effective preparedness, response and recovery
- Output 2.3: Capacity of national responders enhanced for operational readiness and response
- Output 2.4: NEOC sustainably resourced and functional
- Output 2.5: Warehousing programme and structures established and functional
- Output 2.6: Emergency communications equipment and systems in place and supporting interconnectivity throughout Anguilla

- **OUTCOME 3: Disaster Risk Reduction initiatives integrated into key sectors**

This outcome seeks to better integrate disaster risk management into key sectors and emerging sectors, with focus on the finance, blue economy and energy sectors, and the private sector. The NEMS will work with key strategic partners in each of these sectors to build their capacities for disaster mitigation, preparedness, response and recovery and implement initiatives that build resilience in their respective sectors, utilising existing knowledge of hazards, vulnerability and risk. The outputs that will contribute to achieving this outcome are:

- Output 3.1: Hazard and risk assessments tools and strategies available to support sectoral CDM integration
- Output 3.2: CDM programmes implemented for key sectors; education, environment, health and tourism
- Output 3.3: Liaison Officers coordinating disaster risk reduction activities within key departments and agencies
- Output 3.4: CDM strategies integrated into private sector programming
- Output 3.5: Resettlement Housing Strategy for the displaced population drafted

- **OUTCOME 4: Strengthened human and community resilience**

The resilience of communities forms the bedrock a nation's resilience. This section of the CWP articulates the strategies that are to be employed and activities to be implemented to empower communities across Anguilla to be more resilient. This section seeks to improve the capacity of communities and ordinary citizens to assess their risk and develop proactive plans to reduce vulnerability, as well as strengthen Early Warning Systems for these communities. The outputs include

- Output 4.1: Publicly accessible hazard information available to guide resilience building actions
- Output 4.2: Continuous capacity building provided through community groups to implement DRR activities
- Output 4.3: Community Mechanisms established and functioning to respond to hazard impacts
- Output 4.4: Multi-hazard Early Warning Systems expanded and functioning at all levels
- Output 4.5: Incentives available to support community disaster risk management
- Output 4.6: Standards established to integrate disaster risk management and climate resilience considerations at the community level

**Impact Statement:**  
**Embracing an all hazard, all of Anguilla proactive culture of safety that encourages vulnerability reduction, supports climate action and promotes sustainable development**

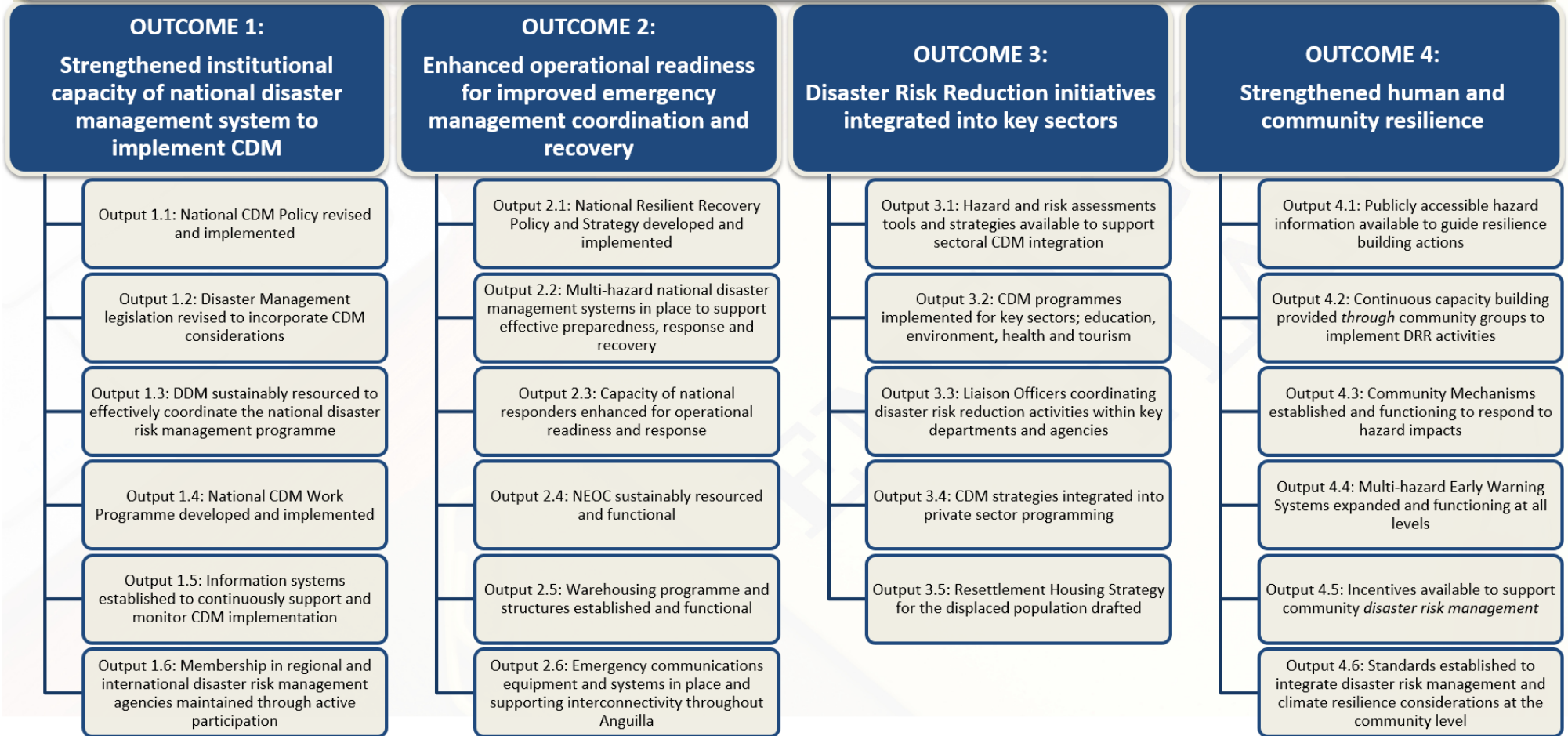


Figure 20: Anguilla Logic Model

## 5.0 MONITORING, EVALUATION AND REPORTING

The Performance Monitoring Framework (PMF) sets out the means by which the CWP will be monitored and reported on throughout its duration. Measures of progress, or Performance Indicators, as well as end-of-programme Targets, have been developed for each CWP Outcome and Output. Given the dynamic nature of disaster management and changing programme objectives, the PMF should be considered a “living document” that is reviewed regularly as part of the ongoing CWP monitoring and updated as needed to reflect evolving needs.

Monitoring and reporting of achievements will be based on documentation of progress toward the attainment of these targets and any associated tangible changes. Monitoring will also require the timely adjustment of implementation strategies to address any impediments to achieving set targets. It must be noted that CWP performance may be negatively impacted by four major risks, including:

### 1. *Data Collection Tool*

A standardized Microsoft Form will be developed and distributed quarterly to the designated lead person or department responsible for each CDM activity. The form will capture:

- Progress status of each activity
- Brief narrative on implementation
- Supporting evidence (e.g., reports, photos, links)

### 2. *Scoring System*

A simple, intuitive scoring system will be used to quantify progress:

- 1 – Activity completed or ongoing as planned
- 0.5 – Activity started but delayed or not progressing as scheduled
- 0 – Activity not started

This system enables a quantitative summary of progress at the activity, output, and outcome levels.

**Example:** If an outcome includes 5 outputs and those outputs comprise 40 activities, and 20 activities are completed, the outcome will reflect a **50% completion rate**.

### 3. *Reporting and Visualization*

- Quarterly results will be compiled and analyzed.
- A dashboard visualization will be generated and published on the DDM SharePoint site, showing percentage completion by outcome.
- This will support internal reviews and external reporting to stakeholders.



Figure 21: Example of monitoring mechanism

#### 4. Roles and Responsibilities

- The Deputy Director of DDM will have overall responsibility for coordinating the monitoring process, ensuring timely submission of forms, data validation, and dashboard updates.
- Each department or lead person will be accountable for submitting accurate and timely updates on their assigned activities.

The PMF is a Results-Based Management (RBM) tool that articulates how the achievement of results will be measured over the CWP's programmatic period. The CWP is a living document, as such, it will be reported upon annually and may be updated at mid-term.

The successful implementation of the CWP will require multi-stakeholder, collaborative efforts, focused on delivering the activities outlined in the Performance Monitoring Framework. There will also be a need to mobilize funding and strengthen technical and human resource capacities to support implementation, particularly given the current constraints on national budgets. Continuously identifying lessons and incorporating these lessons into implementation is foundational to the RBM approach.

## 5.1 Monitoring

Lead and supporting partners for each key activity were identified in the PMF. These partners hold the main responsibility for ensuring their relevant targets are met within the specified timeframes in the PMF.

## 5.2 Annual Reporting

Progress on the CWP should be reported upon annually and information should be submitted to the DDM in an agreed format. The Audit Tool can be applied at the mid-term of the CWP implementation to facilitate an update if required.

## 5.3 Evaluation Plan

At the end of the five-year implementation period, the DDM will facilitate an evaluation of the actions made, and a report of the multi-year implementation is prepared including good practices and lessons learned. These will be integrated into the planning of the next CWP.

## 5.4 Key Implementation Considerations

For this CWP, emphasis was placed on addressing the gaps in the national capacity and institutional arrangements for reducing Anguilla's vulnerability to hazards. Although strides were made to boost the national capacity to address priority areas, additional actions are needed for further improvement of risk reduction should be considered during short-, medium- and long-term planning. These include:

1. **Each sector** should proceed to implement the agreed upon activities under their responsibility. Although some sectors are affected more obviously than others, it must be emphasized that the recent increasing scale and frequency of disasters, has demonstrated that all sectors should develop an effective approach to DRR, coordinated by DDM through the lens of the CWP.
2. Monitoring and evaluation of the CWP implementation should be conducted on a regular basis. DDM should monitor timelines and coordinate with actors responsible for the execution of activities to ensure efficient delivery of activities.
3. Greater emphasis should be placed on standardized coordinated **baseline data and post-disaster data** acquisition. DDM should initiate the strengthening of databases and repositories to facilitate data collection, sharing and documenting of lessons learned to inform development planning and improve disaster risk management throughout Anguilla.

## 6.0 CONCLUDING COMMENTS

This CWP is meant to ensure continuity in disaster risk management (DRM) efforts while addressing emerging challenges and priorities. The participatory approach to this process relied heavily on the input of key stakeholders.

The 2024 Comprehensive Disaster Management (CDM) Audit played a crucial role in evaluating the nation's DRM landscape, identifying gaps across all phases of the Disaster Management Cycle. The findings underscored the need for a stronger focus on recovery, which in turn informed the structuring of the CWP, ensuring that multiple priority areas are addressed simultaneously.

A key strength of this CWP lies in its ability to foster cross-sectoral, regional, and international collaboration through a harmonized and integrated approach. This strengthens national capacity to tackle institutional capacity-building, knowledge management, sectoral integration, community resilience, recovery, and biological hazards—including pandemics. The consultative approach has also generated momentum for advancing disaster risk reduction (DRR) strategies, unlocking resources and commitments needed for effective implementation at the national level.

The implementation of this CWP reaffirms the Department of Disaster Management (DDM) leadership in fostering a resilient society. It ensures alignment with regional frameworks such as the CDM Strategy, as well as international commitments under the Sendai Framework, particularly its target of establishing an inclusive, all-of-society strategy for disaster risk reduction. Through the achievement of four Outcomes, twenty-three Outputs, and their associated activities, this CWP is positioned to enhance the quality of life for all Anguillans by building resilience to the impacts and consequences of key hazards, including climate-related risks.

## Glossary of Terms

The glossary below presents some general definitions of frequently encountered terms throughout the document. These definitions are taken from the OEIWG Updated Terminology relating to DRR.

**Comprehensive Disaster Management (CDM):** Comprehensive Disaster Management which includes attention to all phases of the Disaster Management Cycle – prevention, mitigation, preparedness and response, recovery and rehabilitation. It includes emphasis on reducing risk. This nomenclature is the term that reflects the global trend in the discipline for increased focus on risk management and the intense desire among disaster risk management stakeholders in the Caribbean to accelerate initiatives in promoting disaster loss reduction.

**Disaster:** A serious disruption of the functioning of a community or a society at any scale due to hazardous events interacting with conditions of exposure, vulnerability and capacity, leading to one or more of the following: human, material, economic and environmental losses and impacts and exceeds the ability of the affected community or society to cope using their own resources.

**Disaster Risk Reduction (DRR):** Disaster risk reduction is aimed at preventing new and reducing existing disaster risk and managing residual risk, all of which contribute to strengthening resilience and therefore to the achievement of sustainable development.

**Disaster Risk Management (DRM):** Disaster risk management is the application of disaster risk reduction policies and strategies to prevent new disaster risk, reduce existing disaster risk and manage residual risk, contributing to the strengthening of resilience and reduction of disaster losses.

**Disaster Management:** The organization, planning and application of measures preparing for, responding to and recovering from disasters.

**Disaster Risk:** potential loss of life, injury, or destroyed or damaged assets which could occur to a system, society or a community in a specific period of time, determined probabilistically as a function of hazard, exposure, vulnerability and capacity.

- Extensive Disaster Risk - The risk of low-severity, high-frequency hazardous events and disasters, mainly but not exclusively associated with highly localized hazards – e.g. flooding.
- Intensive Disaster Risk- The risk of high-severity, mid- to low frequency disasters, mainly associated with major hazards e.g. earthquakes

**Emergency Management:** coordination and integration of all activities necessary to build, sustain and improve the capabilities to prepare for, respond to, recover from, or mitigate against threatened or actual disasters or emergencies, regardless of cause. The term is sometimes interchangeably, with the term disaster management, particularly in the context of biological and technological hazards and for health emergencies. While there is a large degree of overlap, an emergency can also relate to hazardous events that do not result in the serious disruption of the functioning of a community or society.

**Hazard:** A process, phenomenon or human activity that may cause loss of life, injury or other health impacts, property damage, social and economic disruption or environmental degradation.

**Human Mobility:** The UN defines human mobility as the movement of people across geographical spaces, encompassing various forms of movement like migration, displacement, and planned relocation. This movement can be driven by factors like economic opportunities, conflict, climate change, or personal aspirations.

**Exposure:** The situation of people, infrastructure, housing, production capacities and other tangible human assets located in hazard-prone areas.

**Mitigation:** The lessening or minimizing of the adverse impacts of a hazardous event.

**Outcomes:** Targets to be achieved in the Medium-term in the results-based framework. Outcomes result from an amalgam of short-term outputs.

**Outputs:** Short-term Results from activities undertaken toward the medium-term outcome.

**Preparedness:** The knowledge and capacities developed by governments, response and recovery organizations, communities and individuals to effectively anticipate, respond to and recover from the impacts of likely, imminent or current disasters.

**Prevention:** Activities and measures to avoid existing and new disaster risks.

**Recovery:** The restoring or improving of livelihoods and health, as well as economic, physical, social, cultural and environmental assets, systems and activities, of a disaster - affected community or society, aligning with the principles of sustainable development and “build back better”, to avoid or reduce future disaster risk.

**Rehabilitation:** The restoration of basic services and facilities for the functioning of a community or a society affected by a disaster.

**Resilience:** The ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions.

**Response:** Actions taken directly before, during or immediately after a disaster in order to save lives, reduce health impacts, ensure public safety and meet the basic subsistence needs of the people affected.

**Results Based Management:** Rather than focusing programme/project management efforts on the monitoring of inputs, activities and processes, an RBM approach concentrates on 'results' and places emphasis on the following dimensions: Defining realistic results based on appropriate analysis and context; Clearly identifying programme beneficiaries and designing programmes/projects that meet their needs and priorities; Using results information to make effective management decisions; Monitoring the progress made towards expected results with the use of appropriate indicators

**Risk:** The probability of harmful consequences, or expected losses (deaths, injuries, property, livelihoods, economic activity disrupted or environment damaged) resulting from interactions between natural or human-induced hazards and vulnerable conditions.

**Sector:** A **sector** refers to a distinct area of governance, service delivery, or economic activity that plays a critical role in national development and disaster management. Sectors may include, but are not limited to, **health, education, agriculture, environment, tourism, housing, infrastructure, finance, and social protection**. Each sector contributes unique resources, expertise, and capacities toward building resilience, and is responsible for integrating disaster risk reduction and climate adaptation into its policies, planning, and operations.

**Vulnerability:** The conditions determined by physical, social, economic and environmental factors or processes which increase the susceptibility of an individual, a community, assets or systems to the impacts of hazards.