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I am pleased to share with you in this 2011 to 2012 Annual Report of the Caribbean Disaster Emergency Management Agency (CDEMA), news of the Agency’s successes towards the achievement of our strategic goals.

2011 was a significant year as it marked the 20th year of CDEMA providing leadership in the coordination of the region’s efforts in disaster management. There is no doubt that in that time period, the Agency has made a significant contribution to disaster management in the Caribbean region.

The impact of CDERA, now CDEMA, can be now seen in a number of areas in the region. Prior to the establishment of the Agency in 1991, the approach to disaster management was primarily oriented towards response to the annual hurricane season. Further, there was little or no national level architecture for coordinating disaster management, and the profiling of disaster management on the political agenda was very low. Now, primarily due to the work of CDEMA, the region can boast the presence of a more organised framework for the management of disasters; high level policy awareness and support for disaster management and in particular the CDM Strategy and Framework; dedicated facilities and staffing at the national level; a well tested regional response mechanism; availability of a range of disaster management products, standards and tools; mainstreaming of the key sectors of agriculture, tourism, and education; and growing private sector involvement.

These achievements have been significantly influenced by the strong support provided by development partners, civil society partners, regional specialised technical agencies and educational institutions.

As we consider the role of the Agency going forward, we anticipate a re-articulation of disaster management practice in the region driven by the desire to better reflect the professionalisation of disaster management; consideration of hazard risk in development planning; the acceleration of the application of Information and Communication Technologies to disaster management and the building of disaster risk reduction capacities to address the growing challenges of climate risk.

JEREMY COLLYMORE
EXECUTIVE DIRECTOR
CDEMA
The Caribbean Disaster Emergency Management Agency (CDEMA) was established in 1991 as the Caribbean Disaster Emergency Response Agency (CDERA); by the Heads of Government of the Caribbean Community (CARICOM) as the body holding primary responsibility for disaster management in the region.

The work of CDERA focused on advocating in the region for a shift from the traditional response and relief approach to disasters, to a Comprehensive Disaster Management (CDM) approach, which includes all hazards, all phases of the disaster management continuum including mitigation, prevention, preparedness, response and recovery as well as all sectors of society. This emerged from the recognition of a need for a greater emphasis on improving the resilience of Caribbean states to disasters after a series of events that resulted in tremendous losses across the region.

The move towards CDM eventually demanded a restructuring of the organisation to better fulfill its mandate, and in July 2008, CARICOM Heads of Government signed an agreement, which completed the transition and welcomed the birth of CDEMA in September 2009.

CDEMA’s work within its eighteen (18) Participating States (PS) in the region is facilitated through the National Disaster Offices (NDOs) in each state. The CDEMA PS are: Anguilla, Antigua and Barbuda, Commonwealth of the Bahamas, Barbados, Belize, British Virgin Islands, Commonwealth of Dominica, Grenada, Republic of Guyana, Jamaica, Montserrat, St. Kitts and Nevis, Saint Lucia, St. Vincent & the Grenadines, Republic of Trinidad & Tobago, and Turks & Caicos Islands.
To be a leading, innovative centre of excellence, dedicated to building linkages for the promotion of a culture of reducing disaster losses in the region.

We, the premier disaster management agency, exist to empower our Participating States in achieving sustainable loss reduction. To this end we will cultivate strategic partnerships for the development, enhancement, delivery and maintenance of policies and programmes, which build regional and national capacity for loss reduction.
The mandate of CDEMA is to be the broker for implementation of the region’s disaster risk management approach known as CDM within PS. There are seven (7) key areas of focus within this mandate:

1. Mobilising and coordinating disaster relief
2. Mitigating or eliminating, as far as practicable, the immediate consequences of disasters in Participating States
3. Providing an immediate and coordinated response by means of emergency disaster relief to any affected Participating State
4. Securing, coordinating and providing to interested inter-governmental and non-governmental organisations reliable and comprehensive information on disasters affecting any Participating State
5. Coordinating the establishment, enhancement and maintenance of adequate emergency disaster response capabilities among the Participating States
6. Encouraging the adoption of disaster loss reduction and mitigation policies and practices at the national and regional level; and cooperative arrangements and mechanisms to facilitate the development of a culture of disaster loss reduction
7. Coordinating the establishment, enhancement and maintenance of adequate emergency disaster response capabilities among the Participating States.

Key to the implementation of CDEMA’s mandate is the partnerships that the Agency has developed with a number of developmental partners, which support the implementation of CDM in the region.

In the year under review, a number of these partners provided valuable financial support to the work, which was undertaken by CDEMA. The Australian Agency for International Development (AusAID); Canadian International Development Agency (CIDA); UK Department for International Development (DFID); The European Union (EU); Inter-American Development Bank (IDB); Japan International Cooperation Agency (JICA) and were the agencies which committed approximately US $5 million in resources to assist with CDEMA’s programming.
This report provides a review of the following key result areas of the Caribbean Disaster Emergency Management Agency (CDEMA) Work programme. These Key Result Areas are:

1. Strengthening National and Regional Institutional Capacity within governments ministries, National Disaster Organisations, National Disaster Management Organisations and other key local, national and regional offices.
2. Improving Knowledge Management Systems
3. Integrating and Mainstreaming CDM within key economic sectors such as agriculture, health and tourism.
4. Enhancing the Resilience of Communities to hazard events and climate change.

The reporting period tracks results delivered by inter alia ten (10) projects supported by a diversity of development partners. Of these, six closed prior to August 31, 2012. With the anticipated phasing out of these initiatives, specific emphasis was placed on initiating dialogue with development partners on options for support priorities of the CDEMA Participating States.
KEY RESULT AREA 1:
INSTITUTIONAL CAPACITY FOR ADVANCING COMPREHENSIVE DISASTER MANAGEMENT (NATIONAL AND REGIONAL) IS BUILT
Capacity in Results Based Management (RBM) Built at the Regional Level and at National Level in Sixteen (16) Participating States

Two regional level RBM training workshops were convened to support building the capacity of National Development Organisations (NDOs) in CDEMA PS in the critical area of measuring progress towards building resilience to hazard impacts. To this end, a regional cadre of twenty-three (23) RBM Instructors, seventeen (17) of which were from sixteen (16) of the eighteen (18) CDEMA Participating States, are now available to support the CDM work programme development and completion for each CDEMA PS; monitoring; evaluation; and reporting at the national and sectoral levels.

To date, national level RBM training has been supported by members of this regional cadre through the facilitation of four (4) national workshops. This has resulted in the development and upgrade of the CDM Country Work Programmes (CWPs) and/or Programme Monitoring Frameworks (PMF) for four (4) CDEMA Participating States. One (1) RBM Facilitator’s Manual and one (1) RBM participant manual and other resource materials have also been developed to assist instructors in the effective delivery of the course.

A Disaster Reduction Leadership and Strategic Planning Course was developed and delivered for CDEMA PS, through the financial support of the Australian Agency for International Development (AusAID), academic facilitation from H. Lavity Stoutt Community College, Virgin Islands (VI) and collaboration with the VI Department of Disaster Management. The course, which is accredited by the Chartered Management Institute, has equipped a regional team of National Development Coordinators with the appropriate information, knowledge and tools to guide their national agendas on disaster risk reduction, from response-centred programming to one that is comprehensive.

In total, fifty-four (54) persons from thirteen (13) of the CDEMA Participating States benefited from the first five day course, which was held in May 2011. Course participants were from a number of the Participating States, including Anguilla, Antigua & Barbuda, British Virgin Islands, Dominica, Grenada, Guyana, Jamaica, Montserrat, St Kitts-Nevis, Saint Lucia, St Vincent and the Grenadines, Trinidad and Tobago and Turks and Caicos Islands.

Institutional Capacity Assessment (Comprehensive Disaster Management Audit) Tool

In 2011, the Institutional Capacity Assessment Tool, originally developed in 2009, was systematically reviewed and restructured with significant input from the Work Programme Development and Review Sub-Committee of the CDEMA Technical Advisory Committee (TAC). The Standards and Indicators for measurement were reviewed and incorporated into the CDM Audit Tool (previously known as the MER Framework and the Baseline Assessment Tool).
The CDM Audit Tool facilitates the assessment and development of CDM implementation at the national level and was endorsed by several delegates of the CDEMA Council. Another critical component of institutional capacity was a Model National Disaster Management Organisational Structure, which would enhance the advancement and delivery of CDM at the national level. This new structure was initiated by the CDEMA PS.

National Capacities Enhanced Through the Allocation of Grants from the Country Directed Fund (CDF)

Steps to address national level capacity and resource deficits to accelerate CDM implementation are facilitated through a number of mechanisms. A major achievement in this regard was the establishment of the Country Directed Fund (CDF) which is a critical to accelerate CDM implementation in Participating States. In 2011, all eighteen of the CDEMA Participating States accessed the fund which allowed them to utilize the resources for the advancement of CDM. Sixteen Participating States have already benefitted from funds provided through the first tranche from the CDF, while six Participating States have benefitted from funding through the second tranche of funding. Currently this places the overall rate uptake of the CDF grants by CDEMA PS at 89%.

Horizontal Cooperation Promoted Through Support for the Country Capacity Building Programme

During the period under review five (5) Participating States, Dominica, Grenada, Guyana, Antigua & Barbuda, St. Vincent and the Grenadines utilized the Technical Assistance Secondment Protocol (TASP), which was developed by CDEMA to encourage capacity building through horizontal cooperation among its Participating States.

Infrastructure For Information Sharing and Technical Capacity to Implement in CDEMA PS is Enhanced

Eighteen (18) CDEMA PS were outfitted with state-of-the art ICT equipment and software, which strengthened communication and administrative capacity. The equipment consisted of emergency communication tools including BGAN satellite terminals. Training in the use of the equipment was provided for at least one person from each of eleven CDEMA National Disaster Offices. In further support of a resilient information sharing infrastructure, a Model Contingency ICT Plan was developed through the support of the EDF 9 project.

The plan provides for recovery of Information and Communications Technology (ICT) services following a system disruption. The Model ICT Contingency Plan provides guidance to ensure that National Disaster Organizations (NDOs) are able to process and manage critical information, maintain national and international communications and maintain internet access before, during and after a disruptive event. The document also provides guidelines for completion of risk assessment, preparation and preventive measures and recovery strategies and is informed by assessments of National Disaster Organisations. These guidelines have helped PS to strengthen existing...
resources for ICT contingency planning as well as support the standardisation of ICT capacities and planning throughout the CDEMA system.

**Appropriate Organizational Structure for CDEMA Established**

At the 2nd meeting of the CDEMA Council held on June 23, 2011 in the Commonwealth of Dominica, the Council approved recommendations for the organizational restructuring of the CDEMA Coordinating Unit. The decision represented a signal of intent of movement towards a modified organizational structure, which delivered on the broader CDM Mandate and set the Agency on a path of sustainable financing. The Council also approved a two-phased approach to implementation of this modified structure.

Phase I implementation over the 2011-2012 year included inter alia:

- The establishment of two divisions, the Disaster Management Division (DMD) which provides programmatic functions through four (4) departments as follows: Education, Research and Information Management; Mitigation and Preparedness; Response and Recovery, and Information and Communication Technology each headed by a Programme Manager.
- The establishment of the and the Resource Management and Administrative Division (RMAD) with three functional areas, (i) Finance, (ii) Human (iii) Resources and Administration – each headed by a Manager.
- The establishment of an Alliance and Cooperation Services (ACS) Unit which is responsible for (i) new projects and program development, (ii) marketing and donor relations, (iii) strategic planning, (iv) monitoring and evaluation, (v) the annual CDM conference and (vi) the establishment of a Technical Services Advisory Unit (TSAU).

**Mechanisms for Sustainable Financing of the CDEMA CU are Explored and Implemented**

Sustainable financing is one of the key initiatives to support the restructuring of the CDEMA CU. To this end the Management Committee of Council (MCC) and the CDEMA council endorsed mechanisms for achieving the sustainable financing, these were:

1. The establishment of an Alliances and Cooperation Services Unit (ACS) inclusive of defining the structure and functions of the Technical Services Unit (TSU). The TSU will be the main option through which sustainable financing of the CDEMA CU will be achieved.
2. The establishment of an Endowment Fund.
3. The improvement in the payment of Participating States’ contributions.
4. The establishment of an amortization schedule

**Improved Administration and Finance Systems within the CDEMA CU**

Several initiatives were developed and implemented in an effort to improve the overall management of the CDEMA CU, these include:

- One CDEMA CU Procurement Policy developed and approved by Council.
- Re-training of Finance department staff in International Accounting Standards
- Upgraded Quickbooks system and staff
trained in proper use of the system
• Provision of accounting support to all active projects.
• Facilitation provided for six meetings of the organs and two annual CDM conferences.
• Development and delivery of a Foreign Language Training plan for twenty (20) CDEMA CU staff and eighty-nine (89) persons from the CDEMA Participating States.
• Staff administrative policy manual finalised
• Greening strategy developed and established.

Improved Information Communication and Technology (ICT) Systems and Practices

Central to the continued enhancement of the Agency’s ICT Platform is the development and enhancement of internal capacity and capability. The new ICT Platform incorporated the use of tools and technology and improved the CU’s ability to collect, analyze and share information.

In response to the development of the ICT Platform, the CDEMA Coordinating Unit, along with its Participating States, developed a new ICT policy, which guided the development of an enhanced ICT infrastructure within the CDEMA CU and in 18 of the CDEMA PS. Part of the new ICT Infrastructure included:
• Newly procured equipment and software in the Coordinating Unit and its Participating States
• New Web-Conferencing System
• Development of Implementation Programme of Work and Strategy
• One Caribbean Regional Emergency Operations Center Information System – Backup Site established;
• One Disaster Recovery Plan which will guide the Agency’s management and ICT Unit staff in the recovery of computing and network facilities operated by the IT Unit in the event that a disaster destroys all or part of the facilities.
• One upgraded Relief Supply Tracking System (RSTS) Funded by EDF 9
KEY RESULT AREA 2:
CDM KNOWLEDGE MANAGEMENT SYSTEMS ARE ENHANCED
These initiatives increased the level of ICT capability from below level 1 to either borderline Level 1 or Level 1 status for four PS Antigua and Barbuda, Haiti, Barbados and St Vincent and the Grenadines.

**Increased Awareness of the Work of the CDEMA CU is Supported through CDEMA Public Relations Programmes and Enhanced Access to Information**

Some of the projects conducted under the public education programme for the reporting period are as follows:

- Tsunami and other Coastal Hazards Early Warning public awareness campaigns executed in two (2) Participating States utilizing public awareness and education tools developed.
- A suite of all hazards disaster awareness materials developed to enhance the public’s understanding of CDM.
- Disaster Risk Reduction information for targeted and general audiences made more accessible to Participating States through enhanced ICT capacity and capability.
- Exhibitions mounted at three regional and international conferences, the 2011 United Nations International Strategy for Disaster Reduction (UNISDR) Global Market Place as well as the 2010 and 2011 CDM Conferences.
- Public relations campaign executed in celebration of the CDEMA 20th Anniversary.
- Virtual Library established.

**Improved Participation and Information Sharing at the Regional, National and Sectoral Levels (CDM Conference)**

Two conferences focused on information sharing and participation at national and sectoral levels were convened during this reporting period. These conferences saw a collective increase in participation of 50%. In 2011, the CDM Conference experienced a significant increase in attendance since its inception in 2006. Attendance in 2011 almost doubled from the previous years, as the Conference hosted more than 450 persons. To this end, the target for the period of 10% increase in participation was surpassed. Participants came from various governmental, non-governmental, private sector and development partners from the Caribbean, Latin America, North America, Asia and the Pacific. Of the more than 450 persons participating in the Conference, seventy took part as Session Chairs, Presenters/speakers or facilitators and seventy-five were support staff drawn from both CDEMA and the Ministry of National Security in Trinidad, of which the host – ODPM is an institution.

The 6th conference convened in December 2011 also featured the inaugural high level session which offered a space for the political–technical interface which had been a gap in advancing CDM implementation. The Honourable Brigadier General John Sandy, Minister of National Security in Trinidad and Tobago delivered the keynote address during the Opening Ceremony, and affirmed the need for Disaster Risk Reduction (DRR) to guide the region’s practices and play a significant role in the national decision making process.

**Promotional and other Materials in Various Formats Developed for**
Distribution to Targeted and General Groups

Under the EDF 9 funded Project a wide range of all hazards disaster awareness materials, to enhance the public’s understanding of CDM were developed and shared with Participating States. The Model Handbook which promotes a standardized framework for public awareness and education strategy and policy was adapted by Jamaica and Grenada in 2011 for the piloting of Tsunami awareness Campaigns and production of tsunami public education materials. Support for the development of the materials was provided through AusAID funded projects.

Communication of CDEMA Outreach Work

Each year, in the month of November, the CDEMA CU and its Participating States celebrate Caribbean Earthquake Awareness Month, held in commemoration of the occasion in November 2007 when thirteen of the CDEMA Participating States experienced the tremor of a 7.3 magnitude earthquake. During this reporting period the CU marked the event by highlighting on the CDEMA Website, conducting Earthquake Drills for CU Staff and sharing Earthquake awareness and safety information with businesses and agencies within the CU Office complex. The Agency also collaborated with Participating States in the hosting of several radio and television interviews during November to engage the public on disaster management.

Another key event for the Agency was the Inaugural CDEMA Service Awards held in the British Virgin Islands. The event was hosted by the British Virgin Islands Department of Disaster Management at the Opening Ceremony of the 2nd Meeting of the CDEMA Technical Advisory Committee (TAC) and was attended by forty-seven CDEMA employees, including technical and ancillary staff of the National Disaster Offices and the CDEMA Coordinating Unit. Staff who had achieved ten or more years of service was honoured for their commitment to the Agency. The awards show was made accessible via live stream on the Internet, allowing friends and family of honorees to virtually participate in the event. Coverage of the event was also made in the BVI press.
KEY RESULT AREA 3: DISASTER RISK MANAGEMENT MAINSTREAMING IS ADVANCED AMONGST KEY ECONOMIC SECTORS
Strategic Partnerships with Donor Agencies to Advance the CDM Agenda

In May 2011, a Cooperation Agreement was signed with one of the Agency’s major developmental partners, Australian Agency for International Development (AusAID) in support of CDM implementation through the expansion of the CDEMA CU Comprehensive Disaster Management Harmonization Implementation Programme (CDM HIP). This value of the multi-year Cooperation programme is AUS$3 million (USD$2.75 million) and focuses on four areas of intervention:

1. Climate Change Adaptation (CCA) and Disaster Risk Reduction (DRR) programmes integrated into the Education Sector of PS at the Primary, Secondary and Tertiary levels, and linked with regional initiatives in Education
2. Leadership Training for the National Disaster Offices
3. Expansion of the Country Directed Fund; and

An additional AUS$ 1.03 million (USD$946000) was further pledged by AusAID in support of CDM implementation.

Improved Coordination of CDM at National Level

National Plans Review
Guidelines for the conduct of the national plans review process in CDEMA Participating States were developed and presented to the 2nd meeting of the TAC in April 2011 for endorsement through the Plans Review and Development Subcommittee. A standard plan format for the basic plan was then developed and the revised plan structure was refined to incorporate climate change and gender considerations. The first phase included a plan review and revision, which was initiated in seven of ten pilot states where it was required and this was conducted using a phased approach. A regional plan development workshop was held in Guyana to determine the programme responsiveness to country needs. As part of this process Emergency Operations Centre (EOC) training was conducted in Grenada and St. Vincent and the Grenadines to demonstrate utilising opportunity to tailor process to meet country needs. The 2nd phase of Plan orientation was conducted in nine Participating States. Participants were oriented to the proposed plan structure, the Regional Response Mechanism and table-top exercises were conducted. As a result, feedback for the revision of the plans was received and national exercises were simulated in two PS – an airport exercise in St. Vincent and a hurricane impact simulation in Grenada. Phase two included a completed draft of a revised multi hazard contingency plan which was submitted to Grenada and Antigua and Barbuda. Exercise planning was also held in Turks and Caicos Islands and Antigua.

Updating and Testing of Plans and Procedures
In keeping with the performance target set, the CDEMA CU Contingency Plan, Regional Coordination Centre Plan SOPs and the Eastern Caribbean Donor Group Operations Order were updated and the regional partners familiarized with the upgraded regional plans, procedures, roles and responsibilities. Recognising the need to test procedures and familiarize new staff members with response procedures, the CDEMA Coordinating Unit provided orientation to and tested its Contingency Plan and Regional Coordination Centre SOPs to advance readiness for the 2011 hurricane season. The CDEMA Contingency Plan was tested through three (3) exercises, Exercise First
Step (tabletop), June 2011, Exercise Region Rap (functional), June 2011 and the RCC Exercise (functional), July 2011. Each functional exercise was preceded by staff orientation exercises. This reflected an achievement of all performance targets set for the year in this area.

Regarding the CDEMA CU, response systems and operations infrastructure were developed and enhanced. Specifically, this included:

- Completion of an upgrade of the Regional Coordination Centre (RCC) which included the outfitting of the CU with Two (2) BGANS, one (1) mobile printer; four (4) wireless routers and one (1) all-in-one printer; and the equipment testing for Haiti; and four (4) as opposed to the targeted two (2) portable communication kits;
- Testing of response arrangements was completed through - Exercise First Step (tabletop - June 2011); Exercise Region Rap (functional) June 2011 and RCC Exercise (functional) July 2011
- The CDRÜ were trained in 2011 – thirty-three (33) members.
KEY RESULT AREA 4:
ENHANCED COMMUNITY RESILIENCE IN CDERA STATES/ TERRITORIES TO MITIGATE AND \ RESPOND TO ADVERSE EFFECTS OF CLIMATE CHANGE AND DISASTERS
Preparedness, Response and Mitigation Capacity Enhanced among Public, Private and Civil Sector Entities for Local Level Management and Response

Some of the interventions to enhance preparedness and response in Participating States were as follows:

1. Development and testing of a flood early warning system in two CDEMA PS. Flood risk areas were identified in two CDEMA PS.
2. Thirty-six (36) persons were trained in the use of Geographical Information System (GIS) applications to disaster management (JUNO GPS and GIS software).
3. One Model Earthquake contingency plan was adapted and tested in seven (7) CDEMA PS.
4. One hundred and eighty (180) persons in thirty (30) agencies in seven (7) PS exposed to earthquake contingency planning.
5. Thirty (30) jingles, PSAs and slogans for earthquake readiness were developed.
6. Community disaster plans were completed for three communities from PS.
7. Five community capacity building workshops completed.
8. A revised model contingency plan which incorporates climate change and gender completed and was applied in one CDEMA PS.
9. Emergency Response Equipment increased in NDO’s by 10%.
10. 75% of all CDEMA PS National Emergency Centers assessed and reports developed.
11. 70% of sub-regional disaster emergency response staff trained in disaster response procedures.

Early Warning System (EWS) / Geographical Information System (GIS) Based Flood Early Warning Systems Strengthened

In partnership with AusAID, the CDEMA CU successfully launched and expanded the pilot programme for the GIS-based flood early warning system in two Participating States, Anguilla and the British Virgin Islands. This ICT-related initiative extended the positive outcomes of timely warning for evacuation of communities, encouraged communities to take greater responsibilities for their safety and facilitated the development of closer ties between communities and the public and private sectors. Each system used seven Juno mobile handheld computers, two semi-rugged laptop computers and ArcPad 10 mobile GIS software. The technology was initially tested at a GIS Workshop held in Grenada as a tool to enhance the efficiency of:

1. Pre hurricane vulnerability assessment of buildings,
2. Incident mapping and
3. Responding to emergency calls.

As a result of the workshop, over thirty (30) participants in each of the two Participating States were trained in the use of the Juno hand-held and GIS software to map flood hazards in their communities as well as develop and test an operational protocol for early flood warning. Participants also received training in the use of GIS to enhance field operations for flood evacuation planning and management, and examined issues in the adaptation of the system for island-wide implementation identified. It was the GIS workshop held in Grenada that supported this EWS/GIS integrated system for the Caribbean, and resulted in its implementation in Virgin Islands.
Island and Anguilla. Other Participating States are expected to implement the system in the near future.

Enhanced Community Awareness and Knowledge on Disaster Management and Climate Change Adaptation Procedures Including Safer Building Techniques

Prior to 2011, an established standard/model for comprehensive community programming had not been established for the CDEMA PS. A model community climate change and disaster risk reduction integrated programme has now been successfully developed and implemented in two Participating States through consultations with the Civil Society Sector Sub-Committee (CSSSC) of the CDM CHC. Forty residents from two communities, Mayaro community, Trinidad and Tobago and Old Harbour Bay, Jamaica were exposed to a model programme designed to build their awareness of climate change adaptation and disaster risk management. The model plan included participant and facilitator handbooks, a twenty-eight minute audio-visual feature and seven modules for radio and television entitled “Climate Change, Let’s All Adapt.” The modules, which give due attention to gender issues were made available on DVD, YouTube, at the CDEMA and www.weready.org websites for use across the CDEMA Participating States.

In support of the roll out of the programme to communities across other CDEMA PS, a cadre of twenty-eight trainers (sixteen men and twelve women) was established from six civil society partners in thirteen countries. The attendees participated in a regional Train the Trainers Workshop, held in Trinidad and Tobago in January, 2011. As a means of widening the community reach of the programme, all CSSSC members were also trained. It is anticipated that with a bit more resources channeled towards the cadre of trainers established that this can provide the technical resources for the further roll out of the programme across the CDEMA PS. A consultancy agreement was also established to develop a Toolkit for community level training on climate change and disaster management.
The CDEMA Participating States (PS) experienced a variety of emergency events over the period April 2011 to April 2012. The occurrence of these hazards that affected three or more PS at the same time continue to reinforce the reality of the multi-hazardous nature of the Caribbean region and validates the region’s strategic focus on a Comprehensive Disaster Management (CDM) approach and the validity of coordinating the regional response mechanism through the use of the four sub-regional focal points.

While 2011 was not categorized as a landmark year, like 2010 was, it still required placing the Regional Response Mechanism (RRM) on alert, the activation and the monitoring of at least three cyclone systems and the circulation of Situation Reports and Information Notes to our partners and Participating States. The Coordinating Unit (CU) continues to provide technical support to PS, which have requested assistance.

As the capacities of our PS continue to improve, it becomes more apparent that some states are now more capable of responding to the numerous, but smaller hazard impacts at the local level. They have also displayed improvements in the areas of information, communication and reporting on impacts within a reasonable time after the event.

The RRM was placed on stand-by on a number of occasions during the period under review, but was only activated for the passage of hurricane ‘Irene’ which impacted the Turks and Caicos Islands, the Bahamas and Haiti.

Snapshots of the events are provided to draw on the diversity of emergencies that were experienced and to highlight a range of lessons, issues and recommendations. The following emergencies are featured:

1. Hurricanes/Tropical Storms, Floods and Severe Weather Systems
2. Earthquakes
3. Flood Events
4. Other Events
   • Aircraft Accident
   • Automobile Accidents
   • Fires
   • Dam Collapse
   • Sargassum Sea Weed
The 2011 hurricane season was very active with nineteen (19) named storms and eleven (11) hurricanes, four of which were Category 4 or higher. However, the majority of these systems did not pose any threat to the CDEMA Participating States. The three storms that affected the region during 2011 were Tropical Storm Harvey, Hurricane Irene, and Tropical Storm Ophelia.

**Tropical Storm ‘Harvey’**
Belize was impacted by tropical storm ‘Harvey’ as it passed over the southern part of the country on Saturday, August 20, 2011. The centre of the storm passed just north of the town of Dangriga and moved inland over the Stann Creek and Toledo Districts. The storm caused minimal wind damage despite its maximum sustained winds of 60 mph with higher gusts. Tropical Storm Harvey was categorized as a Level 1 event and managed locally by NEMO, Belize.

**Hurricane ‘Irene’**
Hurricane Irene was a large and very destructive hurricane, which affected much of the Caribbean and the East Coast of the United States. The first hurricane, and first major hurricane of the 2011 hurricane season, Irene impacted three of CDEMA PS (Turks and Caicos Islands, Bahamas and Haiti) on August 23 – 26, 2011. Throughout its path, Irene caused widespread destruction and at least 2 deaths (in Haiti) and monetary losses in the Caribbean estimated to be as high as US$3.1 billion.

**Tropical Storm ‘Ophelia’**
Tropical Storm Ophelia passed through the Lesser Antilles initially as a remnant low after an initial peak of 65 mph in the Atlantic. However, by September 28, 2011 it regained tropical storm status as it moved north to north-east of the Leeward Islands. Ophelia would later re-strengthen to a Category 4 hurricane, and reach a peak intensity of 140 miles per hour before moving into colder sea surface temperatures on October 3, 2011 (some 13 days after becoming a Tropical Storm in the Atlantic). The passage of the weather system Ophelia on September 28, 2011 had adverse effects and created substantial damage along several communities, particularly along the west coast of Dominica. Flood damage was significant in areas from Canefield to St. Joseph. Tropical Storm Ophelia was categorized as a Level 1 event and managed locally by the ODM in Dominica.
The Seismic Research Centre reported 918 earthquakes, including those which were caused by volcanic activity within Eastern and Southern Caribbean. While only a few of these quakes were felt, it must be noted that this area of the Caribbean is very seismically active. During the period under review, CDEMA CU received only one official report on earthquake activity from Participating States. This occurred in the British Virgin Islands on April 13, 2011. The Department of Disaster Management (DDM) in the British Virgin Islands reported a felt earthquake, measuring a magnitude of 4.96 on the Richter Scale. No damage was reported from the quake.
FLOOD EVENTS

Flash flooding occurred in a number of Participating States between April 11 and 13, 2011 after periods of heavy rainfall caused by a severe weather system. Barbados, Saint Vincent and the Grenadines as well as Grenada were greatly affected by the system. Guyana was also impacted by heavy rainfall during its annual rainy season and experienced regular flooding events during that time. The flash flood events were declared as Level 1 events and were coordinated by the National Disaster Offices in each state.
Aircraft Accident
At approximately 11:40 am on Wednesday, April 13, 2011 a CESSNA 421 aircraft, registration number N511LC, piloted by Mr. Silvanus Ernest, crashed landed at the George FL Charles Airport in St. Lucia. The aircraft which came to a stop on making contact with the airport perimeter fence perpendicular to the Nelson Mandela Drive at Vigie. No fatalities were reported from the accident.

Automobile Accidents
Road traffic injuries remain an important public health problem, particularly for low-income and middle-income countries. Road traffic accidents are one of the most deadly hazards in the Caribbean.

NEMO Saint Lucia reported that a mass casualty event affected the island on November 10, 2011. A bus carrying passengers to Choiseul village plunged into the sea at Morne Sion Road. The victims were all from Dugard in the quarter of Micoud. The death toll was reported at seventeen (17) with 0 survivors.

Fire
NEMO St. Lucia reported a fire took place at the Vieux Fort landfill on 18th October, 2011. Upon investigation it was revealed that the mountain of used tyres were ablaze. Approximately two hundred thousand (200,000) tyres were engulfed by the flames, which released smoke, ash and toxic fumes affecting the residents of the surrounding areas.

Dam Collapse
The Mahieu Dam in Dominica collapsed on July 28, 2011 at approximately 12:30 a.m. The collapse caused considerable damage to roads, infrastructure, agriculture and utilities. As a result, the Government of the Commonwealth of Dominica declared an ecological disaster in the area of the Layou valley. At about 8:00 p.m. that same night there was a second breach of the dam, which resulted in a flash flood and a subsequent landslide. While there were no casualties or fatalities, there were substantial damage to roads, infrastructure, agriculture and utilities. Thirteen private dwellings were affected, the Clark Hall bridge was washed away and the areas from the east to west of the bridge were impassable. The ODM in Dominica declared a Level 2 event and requested CDEMA’s assistance in sourcing a hydrologist to conduct an assessment on the collapsed dam. Caribbean Institute for Meteorology and Hydrology (CIMH) provided the requisite support and the assessment was carried out by Dr. David Farrell.

Sargassum (Sea Weed)
The Sargassum (sea weed) washed up on the beaches of Antigua & Barbuda, Barbados, Saint Lucia and Saint Vincent and the Grenadines during the months of July and August, 2011. Other states also reported sightings, including the British Virgin Islands. Initially, there were concerns that it caused a gaseous odor, which may be toxic. However, this was not confirmed when tested. The arrival of the Sargassum was categorized as a Level 1 event in each affected Participating State, excluding the British Virgin Islands and coordinated by the local NDOs. The Sargassum was mainly a nuisance to hotels, fishermen and recreational users of the coastal areas.
The diversity of events affecting CDEMA Participating States underscores the need for the Comprehensive Disaster Management (CDM) Strategy and Framework. This is important, if we are to enhance the capacity of the CDEMA system to proactively deal with these impacts and provide a bridge towards sustainable regional development.

Notably, the impacts in 2011-2012 raised the importance of addressing the hurricane and flood hazard but equally important, placing preparedness for earthquake, tsunami, pandemic, drought and mass casualty high on the national agenda for action.

CONCLUSIONS AND RECOMMENDATIONS
HIGHLIGHTS OF COUNTRY LEVEL RESULTS OF THE CDM PROGRAMME
This section presents an account of the progress made in 2011-2012 by Participating States in advancing CDM at the national level by highlighting some of the major results achieved.

**ANGUILLA**

National Adaptation Workshop for Tsunami and Other Coastal Hazards Protocols
February 7-8, 2011 - CDEMA through the support of the Australian Agency for International Development (AusAID) is supporting the enhancement of mechanisms for notification and dissemination of warning information on tsunami and other coastal hazards to at risk coastal populations in its Participating States.

The first of six two day national adaptation sessions in selected Participating States was held in Anguilla under the auspices of the Department of Disaster Management (DDM), Anguilla.

During the workshop, national representatives:
- Became familiar with the Model tsunami and storm surge warning information dissemination protocols,
- Supported the adaptation of a country-specific tsunami warning information dissemination protocols,
- Tested country-specific tsunami protocols through table-top exercises, and
- Evaluated national warning information dissemination protocols toward the development, promotion and adaptation of country-specific tsunami protocols.

The workshop also informed the expansion of the tsunami and other coastal hazards end-to-end warning system, and complemented other outputs of the Tsunami and other Coastal Hazards Warning Systems Project including the development of multi-media materials, the execution of campaigns to raise public awareness, and the reproduction of multi-media educational materials for teachers.

**ANTIGUA & BARBUDA**

Sub-Regional Consultation of the CDEMA System
February 14-15, 2012 - The second annual consultation among senior government officials of the Eastern Sub-Region of the CDEMA system was convened in Antigua and Barbuda under the auspices of the National Office of Disaster Services
The two day consultation brought together National Disaster Coordinators and Permanent Secretaries from Antigua and Barbuda, Montserrat, St. Kitts and Nevis and the Virgin Islands as well as the Deputy Governor of Anguilla. The meeting provided an opportunity for these key stakeholders to familiarise themselves with national and regional disaster operational plans, have better understanding of the roles and responsibilities of the Sub-Regional Focal Points (SRFPs) in the CDEMA Regional Response Mechanism (RRM) and share updated contact information. This forum also provided an opportunity for these policy and decision makers to provide input into emergency response coordination planning of the Eastern sub-region.

CDEMA facilitated this sub-regional consultation as part of a broader initiative of the €1.8 million ACP-EU funded Disaster Risk Management 3-year Sub-Regional Programme which seeks to build the resilience of nations and communities in the Caribbean to hazard impacts.

THE BAHAMAS
Community Disaster Risk Reduction Intervention
During 2011, CDEMA, through the ACP-EU’s Disaster Risk Management Sub-regional Programme, implemented its “Enhanced Community Resilience Planning” programme in several of its Participating States. Components of the programme included the conduct of community vulnerability assessments and risk profiles as well as the assessment of emergency communications systems and arrangements of beneficiary communities. Additionally, the programme involved the implementation of a micro community disaster risk reduction project and/or the provision of emergency equipment to communities based on identified needs.

The National Emergency Management Agency (NEMA) of the Bahamas identified the district of Northern Eleuthera for the proposed community interventions. In Northern Eleuthera, project activities were initiated in February 2011, by a technical team technical team from the ACP-EU project in collaboration with the National Emergency Management Agency (NEMA), the Administrator’s Office and the communities of the Northern Eleuthera district. Community sensitization on the project and broader Disaster Management issues. Outputs of these activities included:

- Development of Community Hazard Maps for Harbour Island, Current and the Bluff (developed by the community);
- Development of Vulnerability Assessment and Risk Profile for the above-mentioned communities.
- Assessment of the community’s emergency communication capabilities.
- Identification of community vulnerabilities and possible mitigation measures; and
- Development of a Plan of Action for implementation of a community disaster risk reduction initiative.

Additionally, some mitigative works to improve drainage conditions were supported by the project for Harbour Island, based on prioritization by the community.

BARBADOS
CDRU Training
August 9-12, 2011 - The annual training workshop for the Caribbean Community Disaster Relief Unit (CDRU) was conducted at the Amaryllis Beach Resort, Christ Church, Barbados. The thirty-three military, police and fire departments personnel who attended the workshop were appointed to the 2011/2012 CDRU and were drawn from thirteen CDEMA States including Barbados. The training aimed to orient participants to the CDRU and was hosted jointly by the CDEMA, the Regional Security System’s (RSS) and the United States Southern Command (US SOUTHCOM).

Participants were trained to support CDEMA’s humanitarian assistance in response and relief operations following a disaster impact in the eighteen CDEMA Participating States. The main tasks of the CDRU include management of relief
1. CARICOM SG CU visit Nov 2011
2. Equipment purchased for Haiti with AusAID support
3. CDEMA 2011 Intern Claire Gavini (France)
4. Visit of Cuban Ambassador to CDEMA CU 2012
5. High level session CDM Conference 2011
6. Visit of students from Colombia University to CU Jan 2012
7. Leadership Training 2011 Graduation Ceremony
supplies, emergency telecommunications support and the provision of appropriate personnel for repairing critical lifeline facilities.

Workshop facilitators included personnel from CDEMA, the Regional Security System (RSS), the Department of Emergency Management (Barbados), the Barbados Defence Force, the Pan-American Health Organisation, the United States Agency for International Development/Office for Foreign Disaster Assistance (USAID/OFDA), Federal Emergency Management Agency (FEMA) and US SOUTHCOM.

**BELIZE**

**DRR Capacity Building Workshops**

January 24 – 27, 2012 - The CDEMA CU in collaboration with the National Emergency Management Organisation (NEMO) of Belize, hosted capacity building workshops to address disaster risk reduction related to the safety of schools and to the agriculture sector. The intervention was supported under the CARICOM/Brazil/FAO Cooperation Programme on disaster risk reduction.

The workshop held on January 24 in the Dangriga area of Belize, sought to build capacity in relation to the safety of schools and brought together disaster management and education stakeholders. The workshop, which was facilitated by Consultant, Dr. Balfour Spence, reviewed the Model Knowledge Management Toolkit which was drafted under an earlier phase of the project, and provided an opportunity for the engagement of stakeholders in the development of a community-based agricultural disaster risk management (CBADRM) plan with facilitation and oversight from Dr. Spence.

In his closing remarks at the workshop on January 27, the CDEMA Executive Director, Jeremy Collymore, acknowledged the support of the Government of Brazil for these activities under the Cooperation Programme, and urged participants to champion the advancement of some of the outcomes of the workshops.

**DOMINICA**

**Safer Building Training**

July 2011 - The Dominica State College, in collaboration with the Office of Disaster Management (ODM), Dominica delivered a series of Safer Building Courses targeting to builders and contractors in Dominica. The materials for the course were developed by CDEMA under its Comprehensive Disaster Management (CDM) Harmonised Implementation Programme supported by the Canadian International Development Agency (CIDA), the UK Department for International Development (DFID) and the Austrian Agency for International Development (AusAID). CDEMA also provided some financial and technical support to the DSC to ensure that good quality resources were available to deliver the course.

The objective of the Safer Buildings course is to provide training in techniques for constructing safer residential buildings. In Dominica, the course was facilitated by local experienced professionals who had themselves received training in instructional strategies in June of the same year at the DSC. It consisted of 30 contact hours plus seven site visits and covered critical aspects of residential buildings including: roofs, walls, floors, foundations, pre-construction planning and post construction maintenance.

A significant benefit of the Safer Buildings
course, for successful participants, was
the certification in the construction of
Safer Buildings; hence making them more
marketable in the construction industry.

**GRENADA**

**April 25-30, 2011**

Tsunami and Other Coastal Hazards Public
Awareness and Education Campaign

The Grenada National Disaster
Management Agency (NaDMA) implemented a five (5) day Tsunami and
Other Coastal Hazards Public Awareness
and Education (PAE) campaign in
partnership with the Caribbean Disaster
Emergency Management Agency (CDEMA) and funded by the Government
of Australia, Agency for International
Development (AusAID).

The campaign’s main objective was to
promote increased awareness about
tsunami and other coastal hazards risks
and also to empower those in roles of
responsibility and influence with the correct
tools to dissemination tsunami information.

The strategic launch of Easter Monday
Bank Holiday, April 25, 2011, ensured the
campaign started its essential tsunami
message with great impact. The ‘Know
the Natural Warning Signs’ beach signage
was unveiled on the picturesque Grand
Anse Beach in the Saint George Parish.

This renowned local and tourist location
was ideal for conducting surveys and
highlighting the importance of tsunami
preparedness. Presentations were made
by Ms Pamela Knights, Information Officer/
Documentalist on behalf of Mr. Jeremy
Collymore, Executive Director of CDEMA;
Mr. Benedict Peters, National Disaster
Coordinator for NaDMA; and Mr. Nazim
V. Burke, Minister for Finance and Foreign
Trade.

The campaign message engaged a
diverse cross section of community
groups by utilizing varied mediums, such
as television PSA, radio PSA, print media,
Facebook and SMS messaging. The viral
campaign enabled the public to absorb
small pieces of information quickly with ‘5
Tsunami Facts’ texted and posted on each
day of the campaign.

**GUYANA**

**Community Flood Simulation**

May 19, 2012 - Officials and volunteers
from the Civil Defence Commission (CDC)
together with the members of the Japanese
International Co-operation Agency (JICA)
engaged residents of the Upper Mahaica
communities of Little and Big Baiboo in
testing its readiness for emergency
d flood operations. The simulated exercise
involved the establishment and testing of a
Community Emergency Operation Centre
and the establishment and activation
of two shelters at the health centre and
the Baiboo Government School. Some
40 residents from the community were
involved.

During the exercise, the residents together
with CDC personnel were required to
demonstrate requisite systematic actions
to be taken in the event of a real time
flood hazard which had the potential to
 wreak physical, material and economic
 havoc on the community. Residents were
 issued handheld VHF radios to enable
 communication and members of the Upper
 Mahaica Preparedness and Response
 Committee were issued with kits, including
 long boots, raincoats, hats and T-shirts.

Operating in various teams designed
to activate health, shelter, medical,
transportation, warning and relief, the
residents successfully simulated all aspects
of the Community Flood Preparedness
and Response Plan. This included the
activation of the early warning system
for the communities by way of providing
warning announcements, disseminating
of necessary information to citizens, testing
of evacuation routes utilising signage and
hazard maps erected in the community,
and the evacuation of cattle and residents
from the “affected” areas to safe places
where they would be out of danger.

Additionally, the exercise allowed for the
simulation of the provision of medical and
relief assistance.
1. CU Earthquake Readiness Outreach 2011

2. ICT Training in Haiti March 2011

3. Demonstration of communications equipment, CDRU Training 2011

4. TAC 2011 Delegates

5. Assisting community members with community mapping in Harbour Island, The Bahamas
This initiative aimed at improving community level flood preparedness was part of a broader regional intervention, the Caribbean Disaster Management (CADM) Project Phase II implemented under the CARICOM/Japan Technical Cooperation Agreement through CDEMA and with the support of JICA. The Project aims to mitigate disaster damages in CDEMA Participating States through enhancement of community resilience to the flood hazard and is being piloted in five States - Belize, Dominica, Grenada, Guyana and Saint Lucia. Floods have been identified as the most common and frequent event that impact the eighteen (18) Participating States of CDEMA.

**HAITI**

**Earthquake Contingency Plan Adaptation Workshop**

March 16-17, 2011 - The CDEMA CU hosted an Earthquake Contingency Plan Adaptation Workshop for Haiti, supported under the by the Australian Agency for International Development (AusAID), as an extension of the Earthquake Readiness Capacity Building Project, previously implemented by CDEMA. Facilitated by a Consultant, the workshop brought together personnel critical to earthquake management and response to enhance the level of preparedness for the earthquake hazard. Specifically, the workshop sought to improve capacity for earthquake contingency planning through adaptation of a Model Contingency Plan.

Key outputs of the workshop were development of and orientation to a draft of the national adapted earthquake contingency plan through a table top exercise; and an enhanced understanding among participants of roles and functions of key agencies and sectors at the national level as they relate to earthquake contingency planning.

**JAMAICA**

**National Earthquake and Tsunami Simulation Exercise**

January 13, 2012 - Jamaica’s National Earthquake and Tsunami Simulation Exercise 2012 (NaSIMEX 2012) was supported through the CDEMA Country Directed Fund (CDF) Mechanism at a cost of approximately JMD4.5 million. The CDF was accessed through the Comprehensive Disaster Management Harmonization Implementation Programme (CDM-HIP) which receives financial support from the United Kingdom Department for International Development, Canadian International Development Agency and Australian Agency for International Development. The overall objective of NaSIMEX 2012 was to enhance national earthquake readiness and assess the level of inter-agency coordination for a major emergency response at the National and Parish Levels.

On Wednesday February 15, 2012 the ODPEM in collaboration with a number of its partner agencies and parish councils, staged a series of earthquake drills across the island. The drills included the participation from communities, schools and businesses with the aim to test the response of critical agencies and institutions to an earthquake and tested the knowledge of Standard Operating Procedures, including evacuation, assembly and roll call.

The final NaSIMEX 2012 exercise was concluded on Thursday, February 16 at the Office of Disaster Preparedness & Emergency Management’s (ODPEM) headquarters. The table top exercise examined the development of a plan to ensure the most rapid response to international Urban Search & Rescue (USAR) teams to Jamaica in the aftermath of a major earthquake event. The multi agency team involved in the exercise addressed key issues that would be required in a plan for external assistance in USAR. These included the mobilization for external assistance, reception of the team,
deployment, employment and repatriation. NaSIMEX will be an annual event for the ODPEM and its partner agencies.

**MONTSESRAT**

**Disaster Management Workshop**
May 2011 - The Disaster Management Coordination Agency (DMCA) hosted a disaster management workshop, which was attended by heads of government departments and agencies and facilitated by Director Billy Darroux and other members of staff. The workshop provided an opportunity to evaluate the readiness of key departments to handle a disaster.

Following the half-day workshop, the director said participants were able to apply the more comprehensive approach to the management of disasters which he emphasised can happen during the hurricane season, or at any other time.

The workshop also addressed the need to improve inter-agency communication especially in relation to disseminating critical information prior to events with enough lead time to make adequate preparations.

**SAINT LUCIA**

**Public Awareness Activities**
In 2011 the CDEMA CU shared tsunami material with the NEMO Secretariat. Some of the material was produced in French. This material was distributed to the Secondary Schools where students study the French Language. A small sample was also shared with the Governor General who is a fluent French speaker, as well as the French Ambassador.

In collaboration with AusAID and CDEMA, a Public Service Announcement was created in both English and Creole and distributed to nineteen radio stations and eleven television stations in the island. The PSA was also aired at supermarkets which offer eAdvertising. Shoppers were able to view the PSA as they waited in line by the cashier.

**ST. VINCENT AND THE GRENADINES**

**Enhancement of NEMO Service Delivery**
August 16-19, 2011 - The St. Vincent and the Grenadines National Emergency Management Organization (NEMO) in collaboration with CDEMA undertook a four-day collaborative effort to enhance NEMO’s capacity to effectively deliver disaster management service in St. Vincent and the Grenadines.

The main results of the four-day collaboration were:
1. An enhanced awareness of key national stakeholders of the comprehensive disaster management (CDM) vision for the region and St. Vincent and the Grenadines.
2. A strategic approach developed for the implementation of CDM activities in St. Vincent and the Grenadines;
3. Discussions initiated with the educational institutions and key stakeholders in the physical planning and construction industry on a national approach to deliver training in safer building techniques to practitioners in the informal construction sector in St. Vincent and the Grenadines;
4. NEMO ICT infrastructure operationalised for effective delivery of CDM activities in the country; and
5. NEMO staff and other relevant national stakeholders oriented and trained in the use of the improved ICT applications and infrastructure.

The support provided to NEMO by CDEMA included the upgrade of NEMO’s Documentation Center, ICT equipment to include several laptops, a Broadband Global Area Network (BGAN) satellite terminal- internet redundancy, hardware for the establishment of an office network and the upgrade of national emergency operation center.

CDEMA was able to provide this support due the generous support provided by donor partners to include the Canadian
International Development Agency (CIDA), the European Union (EU), DFID-UK Department for International Development and the AusAID the Australian Agency for International Development.

**SURINAME**

**CDEMA Country Support Mission**

May 19-20, 2011 - The CDEMA CU conducted a country support mission to Suriname during which the Executive Director, Jeremy Collymore met with senior officials of the Government, including the Ministry of Defence, and the National Coordination Center for Disaster Relief (NCCR), to discuss and identify areas of support with regard to advancing CDM and deepening collaboration between the CDEMA CU and Suriname. This was the first such mission since Suriname joined the agency.

Discussions focused on the national Disaster Risk Reduction (DRR) Programme and the technical and other support that is available to Suriname as a CDEMA Member State. The objective of the high-level consultations was to assist the CDEMA CU in determining the extent of support required, and establishing a shared understanding of expectations of the partnership.

CDEMA receives funding from several donor agencies to undertake a wide range of projects and programs relevant to the regional comprehensive management strategy and framework and aimed at reducing Disaster Risk Reduction and the effects of climate change in the Caribbean region.

**TRINIDAD AND TOBAGO**

**Model Tsunami Warning Information Dissemination Workshop**

March 21-22, 2011 - The CDEMA CU hosted a workshop in Trinidad and Tobago to present and provide an orientation to the Model Tsunami Warning Information Dissemination Protocol for the CDEMA Participating States, including the conducting of table top exercises to assist in the identification of national level gaps and the proposal of systems, mechanism and resources to address them. This workshop was supported by AUSAID as part of a project to advance a previous initiative of the CU to empower coastal communities within its PS to prepare for and respond to tsunamis and other coastal hazard. There were over 30 workshop participants representing a range of public, private and non-Governmental agencies. The knowledge gained through the presentation of the Model Tsunami and Storm Surge Protocols enabled participants to have informed group discussion that facilitated further adaptation of the protocols to the specific characteristics and institutional framework of the country.

**TURKS AND CAICOS ISLANDS**

**CERT Training**

September 18 – 30, 2011 - The CDEMA CU provided support to the Department of Disaster Management (DDM) in the Turks and Caicos Islands for conducting Community Emergency Response Team (CERT) Training for five communities in Providenciales in order to establish a nucleus of First Responders. The support was provided through the Comprehensive Disaster Management Harmonized Implementation Programme: Phase 1 (CDM HIP) under the Country Directed Fund (CDF) mechanism. The CERT Training was modeled after the Pilot which was successfully conducted in Montserrat, February 2009 and contributed to the enhancement of understanding by local communities on priority hazards and related mitigation strategies as well as the objective of developing community groups that are self sufficient and can prepare for and respond to disasters. Five team leaders were also selected and tutored to provide the day to day leadership of the teams.
VIRGIN ISLANDS
School Health and Safety Policy Developed
The DDM, in partnership with the Ministry of Education & Culture and the Department of Education, with financial support from DFID, UKAID and the Living Schools Project supported under the CARICOM/Brazil/FAO implemented by CDEMA, developed a Health and Safety Policy with Assessment Criteria for the education sector. The policy establishes minimum standards for school design, construction, maintenance and structure and non-structural mitigation components. As a means of operationalizing the policy once it was approved an assessment tool was administered to all schools in 2012 to determine the certification status of each institution.

Anegada Selected as Pilot State Under ACP/EU Project
The Disaster Risk Management Sub Regional Programme under the ACP-EU Natural Disaster Facility, targets its interventions at all levels in an effort to enhance human safety, reduce social, economic and environmental costs of natural disasters and build more resilient communities of the CDEMA Participating States. The Virgin Islands was selected among twelve CDEMA Participating States to benefit from interventions at the community/local level (component 3 of the Programme – Enhanced Community Resilience Planning). Based on the advice of the Department of Disaster Management, the island of Anegada was used as the pilot area. Consultations took place with various stakeholders on Anegada, an area identified for intervention, two local companies sourced to provide estimates for the works to be completed. A full assessment of the emergency communication needs for the island was conducted and a list of equipment submitted for procurement.
As a part of the organizational restructuring process, the Resource Management and Administrative Division (RMAD) was established within the CDEMA Coordinating Unit during 2011-2012 to improve operations in the areas of administration and finance. Through the RMAD, several additional targets and indicators were developed to more accurately reflect the operations of the three units of Finance, Human Resources and Administration.
ADMINISTRATION

During the reporting period, the following key administrative activities were completed:

**ENHANCEMENT OF CDEMA CU INTERNAL OPERATIONS**

**Development of the CDEMA CU Procurement Policy**

Specifically, the Policy was developed in support of strengthening internal control systems to monitor and track the effective use of resources and to ensure the acquisition of goods and services at the best combination of price, quantity, quality and to ensure that the conduct of CDEMA’s business is consistent with the goals and objectives of CDEMA’s programmes, international regulations and specific donor requirements. The CDEMA Coordinating Unit procurement policy consolidates and enhances existing rules and regulations governing the process of acquiring goods and services needed by the Agency for efficient functioning. The primary driving force for its development was to control all spending. The Procurement Policy and System Manual which was approved by the CDEMA Council at its 1st meeting will deepen the governance process of the agency, promote improved efficiency of operations and strengthen our purchasing and negotiation position with anticipated savings in costs and time. This policy was tested and the real benefits realized as the current economic environment and slow collection rate of assessed contributions has forced the CDEMA CU to manage cash flows, control costs and devise strategies to maintain its operations.

**LANGUAGE TRAINING**

Language training was conducted for twenty (20) staff members of the CDEMA Coordinating Unit and eighty-nine (89) persons from the CDEMA Participating States. The strengthening of the foreign language skills of the CDEMA will support its mandate in its non-English speaking Participating States of Suriname and Haiti. Under the Rosetta Stone language training programme, participants studied one of four languages, Spanish, French and Dutch and English.

**FINANCE**

This section provides a statement of CDEMA’s financial position, and statement of revenue and expenditure as of August 31, 2012, expressed in Barbados and East Caribbean dollars.

Management of CDEMA is responsible for the preparation of financial statements in accordance with International Financial Reporting Standards which includes design, implementation and maintenance of internal control to ensure that such statements are free from misstatement, whether as a result of fraud or error; selecting and applying appropriate accounting policies; and making reasonable accounting estimates. These statements must be presented to the Council of CDEMA for approval.

CDEMA contracts independent auditors to conduct an audit of financial statements in accordance with International Standards on Auditing.
INDEPENDENT AUDITORS’ REPORT

To the Council of Caribbean Disaster Emergency Management Agency

We have audited the accompanying financial statements of Caribbean Disaster Emergency Management Agency, which comprise the statement of financial position as of August 31, 2011, the statement of changes in fund balances, the statement of revenue and expenditure and the statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
Auditors’ report (continued)
Caribbean Disaster Emergency Management Agency

In our opinion the financial statements presents fairly in all material respects, the financial position of the Agency as of August 31, 2011 and the results of its operations and its cash flow for the year ended in accordance with International Financial Reporting Standards.

Chartered Accountants
February 3rd, 2012
Bridgetown, Barbados
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<th>Notes</th>
<th>Current assets</th>
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<td>CU BDS</td>
<td>PROJECTS BDS</td>
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<td>Cash and bank</td>
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<td><strong>1,180,715</strong></td>
<td><strong>257,763</strong></td>
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The accompanying notes form an integral part of these financial statements.
Caribbean Disaster Emergency Management Agency
Statement of financial position
August 31, 2011
(expressed in Barbados and Eastern Caribbean dollars)

<table>
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<tr>
<th></th>
<th>2011</th>
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<td>CU BDS</td>
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<td>Operating fund</td>
<td>1,109,743</td>
<td>-</td>
</tr>
<tr>
<td>Emergency assistance</td>
<td>257,835</td>
<td>-</td>
</tr>
<tr>
<td>Other restricted funds</td>
<td>-</td>
<td>13,957,358</td>
</tr>
<tr>
<td>Fixed asset commitment</td>
<td>1,078</td>
<td>-</td>
</tr>
<tr>
<td>Capital expenditure</td>
<td>21,511</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>1,390,167</td>
<td>13,957,358</td>
</tr>
<tr>
<td></td>
<td>$2,570,882</td>
<td>$14,215,121</td>
</tr>
</tbody>
</table>

Approved on February 3rd, 2012 by the Council.

Board Member

Board Member

The accompanying notes form an integral part of these financial statements.
Caribbean Disaster Emergency Management Agency  
Statement of financial position  
August 31, 2011  
(expressed in Barbados and Eastern Caribbean dollars)

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>CU BDS</td>
<td>PROJECTS BDS</td>
</tr>
<tr>
<td><strong>Operating fund</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance - beginning of year</td>
<td>1,088,035</td>
<td>-</td>
</tr>
<tr>
<td>Surplus for the year</td>
<td>21,708</td>
<td>3,672,840</td>
</tr>
<tr>
<td>Less: Deficit on project activity</td>
<td>-</td>
<td>(3,672,840)</td>
</tr>
<tr>
<td>Balance - end of year</td>
<td>1,109,743</td>
<td>-</td>
</tr>
<tr>
<td><strong>Emergency assistant fund</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance - beginning of year</td>
<td>250,304</td>
<td>-</td>
</tr>
<tr>
<td>Net additions for the year</td>
<td>7,531</td>
<td>-</td>
</tr>
<tr>
<td>Balance - end of year</td>
<td>257,835</td>
<td>-</td>
</tr>
<tr>
<td><strong>Other restricted funds</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance - beginning of year</td>
<td>-</td>
<td>9,168,609</td>
</tr>
<tr>
<td>Net surplus on project activities</td>
<td>-</td>
<td>3,672,840</td>
</tr>
<tr>
<td>Direct transfers from (to) restricted funds</td>
<td>-</td>
<td>1,115,909</td>
</tr>
<tr>
<td>Balance - end of year</td>
<td>-</td>
<td>13,957,358</td>
</tr>
</tbody>
</table>

The accompanying notes form an integral part of these financial statements.
Caribbean Disaster Emergency Management Agency  
Statement of financial position  
August 31, 2011  
(expressed in Barbados and Eastern Caribbean dollars)

The accompanying notes form an integral part of these financial statements.
### Caribbean Disaster Emergency Management Agency

**Statement of financial position**  
**August 31, 2011**  
*(expressed in Barbados and Eastern Caribbean dollars)*

#### Revenue

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th></th>
<th>2010</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>CU BDS</td>
<td>PROJECTS BDS</td>
<td>TOTAL BDS</td>
<td>TOTAL EC</td>
</tr>
<tr>
<td>Contributions from member states</td>
<td>1,367,409</td>
<td>-</td>
<td>1,367,409</td>
<td>1,846,002</td>
</tr>
<tr>
<td>Other contributions</td>
<td>130,634</td>
<td>14,276,308</td>
<td>14,406,942</td>
<td>19,449,373</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,498,043</td>
<td>14,276,308</td>
<td>15,774,351</td>
<td>21,295,375</td>
</tr>
</tbody>
</table>

#### Expenditure

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th></th>
<th>2010</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>CU BDS</td>
<td>PROJECTS BDS</td>
<td>TOTAL BDS</td>
<td>TOTAL EC</td>
</tr>
<tr>
<td>Staff costs</td>
<td>1,052,410</td>
<td>-</td>
<td>1,052,410</td>
<td>1,420,753</td>
</tr>
<tr>
<td>Administrative expenses</td>
<td>299,789</td>
<td>-</td>
<td>299,789</td>
<td>404,716</td>
</tr>
<tr>
<td>Operational expenses</td>
<td>66,861</td>
<td>10,603,468</td>
<td>10,670,329</td>
<td>14,484,946</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,419,060</td>
<td>10,603,468</td>
<td>12,022,528</td>
<td>16,230,415</td>
</tr>
</tbody>
</table>

#### Excess before under-mentioned items

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th></th>
<th>2010</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excess before under-mentioned items</td>
<td>78,983</td>
<td>3,672,840</td>
<td>3,751,823</td>
<td>5,064,960</td>
</tr>
<tr>
<td>Interest income</td>
<td>67,586</td>
<td>-</td>
<td>67,586</td>
<td>91,241</td>
</tr>
<tr>
<td>Increase in provision for doubtful contributions</td>
<td>(124,861)</td>
<td>-</td>
<td>(124,861)</td>
<td>(168,562)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>(57,275)</td>
<td>-</td>
<td>(57,275)</td>
<td>(77,321)</td>
</tr>
</tbody>
</table>

#### Excess of revenue over expenditure

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th></th>
<th>2010</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excess of revenue over expenditure</td>
<td>$ 21,708</td>
<td>$ 3,672,840</td>
<td>$ 3,694,548</td>
<td>$ 4,987,639</td>
</tr>
</tbody>
</table>

The accompanying notes form an integral part of these financial statements.
Caribbean Disaster Emergency Management Agency  
Statement of financial position  
August 31, 2011  
(expressed in Barbados and Eastern Caribbean dollars)

The accompanying notes form an integral part of these financial statements.


Caribbean Disaster Emergency Management Agency  
Statement of financial position  
August 31, 2011  
(expressed in Barbados and Eastern Caribbean dollars)

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>CU BDS</td>
<td>PROJECTS BDS</td>
</tr>
<tr>
<td>Cash flows from financing activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions from private sector organisations</td>
<td>-</td>
<td>1,115,909</td>
</tr>
<tr>
<td>Contributions received in advance</td>
<td>(7,293)</td>
<td>-</td>
</tr>
<tr>
<td>Increase in emergency assistance fund contributions</td>
<td>7,531</td>
<td>-</td>
</tr>
<tr>
<td>Net cash from (used in) financing activities</td>
<td>238</td>
<td>1,115,909</td>
</tr>
<tr>
<td>Increase (decrease) in cash and cash equivalents</td>
<td>(68,023)</td>
<td>4,911,868</td>
</tr>
<tr>
<td>Cash and cash equivalents - beginning of year</td>
<td>1,401,004</td>
<td>8,864,933</td>
</tr>
<tr>
<td>Cash and cash equivalents - end of year</td>
<td>1,332,981</td>
<td>13,776,801</td>
</tr>
</tbody>
</table>

Cash and cash equivalents comprise:  
Cash and bank | 1,407,745  | 13,776,801  | 15,184,546 | 20,499,137 | 1,401,004  | 8,864,933  | 10,265,937 | 13,859,015 |
| Bank overdraft | (74,764)   | -          | (74,764)   | (100,931)  | -         | -         | -         | -         |

1,332,981 13,776,801 15,109,782 20,398,206 1,401,004 8,864,933 10,265,937 13,859,015

The accompanying notes form an integral part of these financial statements.
1. **Principal activity**

   The Agency is a regional organisation which was established by the Caribbean States on September 1, 2009. The Agency previously operated under the name The Caribbean Disaster Emergency Response Agency (CDEMA) from its inception in September 1991 until August 31, 2009. Its objectives are to provide guidance and assistance, strategic planning, training and coordination to its member countries within its wide and comprehensive mandate of disaster management. Its activities include ensuring preparedness, provision of education, mitigation, management and recovery. The Agency is headquartered at Building #1, Manor Lodge Complex, St. Michael, Barbados.

2. **Adoption of standards**

   The Company has assessed the relevance of all standards, interpretations and amendments and has adopted the following International Financial Reporting Standards (IFRS), which are relevant to its operations.

<table>
<thead>
<tr>
<th>IAS</th>
<th>Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Presentation of Financial Statements</td>
</tr>
<tr>
<td>16</td>
<td>Property, Plant and Equipment</td>
</tr>
<tr>
<td>18</td>
<td>Revenue</td>
</tr>
<tr>
<td>19</td>
<td>Employee Benefits</td>
</tr>
<tr>
<td>20</td>
<td>Accounting for Government Grants and Disclosure of Government Assistance</td>
</tr>
<tr>
<td>32</td>
<td>Financial Instruments: Presentation</td>
</tr>
<tr>
<td>39</td>
<td>Financial Instruments: Recognition and Measurement</td>
</tr>
</tbody>
</table>

   Where relevant, the appropriate changes to disclosure have been included in these financial statements.

3. **Significant accounting policies**

   **Basis of preparation**

   These financial statements are prepared in accordance with International Financial Reporting Standards (IFRS) promulgated by the International Accounting Standards Board (IASB). IFRS incorporates all International Accounting Standards (IAS) and interpretations.
3. Significant accounting policies (continued)

Critical accounting estimates and judgements

The preparation of financial statements in accordance with IFRS requires management to make critical accounting estimates and apply judgement in applying accounting policies that affect the reported amounts of assets and liabilities as at the date of the financial statements and income and expenses during the reporting period. Estimates and judgements are continually evaluated based on historical experience and other factors, including expectations of future events and are deemed to be reasonable under the circumstances. Management believes that the judgements and estimates utilised in preparing the Agency’s financial statements are reasonable and prudent.

Property, plant and equipment and depreciation

Property, plant and equipment are recorded at cost. Depreciation is provided on the reducing balance basis at rates based on the estimated useful lives of the assets. The annual rates used are:

- Furniture and fixtures: 20%
- Office and other equipment: 20%
- Vehicles: 33 1/3%
- Computer equipment: 50%
- Computer software, books, periodicals, etc.: 100%
- Project assets: Over the life of the project

Project assets

Property, plant and equipment purchased or donated directly to the Agency are recorded at cost and depreciated over their estimated economic life. Property, plant and equipment contributed by donor agencies at close of projects are recorded at their net realizable value at the time of transfer. These assets are depreciated over their remaining estimated economic life.
3. **Significant accounting policies (continued)**

**Foreign currencies**

Assets and liabilities expressed in East Caribbean dollars have been translated at the rate of BDS $1.00 = EC $1.35.

Transactions arising during the year involving East Caribbean dollars, United States dollars and Euros are translated and recorded at the rate of EC$1.35 = BDS$1.00, US$1.00 = BDS$2.00 and EUR$1.00 = BDS$2.86.

**Cash and cash equivalents**

Cash and cash equivalents include unrestricted funds for the use of the general operations of the Agency and funds which are restricted for use by specific projects and programs. These funds are held in call and time deposit accounts which bear interest at rates between 0% and 3% per annum.

**Revenue recognition**

The Agency receives revenue from contributing territories, donor agencies and other third party sources to fund its operations. Revenue is recognised when the economic benefit of these contributions are received or become receivable by the Agency. Accordingly, revenue from contributing states is recognised at the beginning of each financial year when they become due. Funds received for grants and contributions from supporting agencies to support projects are initially recorded as restricted funds. Revenue is subsequently recognised based on the attainment of specific milestones or the fulfillment of specific contractual terms set out in the agreements with the agency.

**Interest income**

Interest income is recognised on an accrual basis.
4. Accounts receivable, net

These amounts reflect the unpaid contributions to the agency by the participating countries, supporting agencies for expenditure reimbursed under an imprest system and other sundry debtors: less any provision necessary for the impairment of amounts receivable. Accounts receivable, net comprises:

<table>
<thead>
<tr>
<th>Caribbean territories</th>
<th>2011 BDS</th>
<th>2011 EC</th>
<th>2010 BDS</th>
<th>2010 EC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guyana</td>
<td>351,123</td>
<td>474,016</td>
<td>327,159</td>
<td>441,665</td>
</tr>
<tr>
<td>Haiti</td>
<td>221,742</td>
<td>299,352</td>
<td>110,871</td>
<td>149,676</td>
</tr>
<tr>
<td>Dominica</td>
<td>190,616</td>
<td>257,332</td>
<td>190,605</td>
<td>257,317</td>
</tr>
<tr>
<td>St. Kitts &amp; Nevis</td>
<td>147,828</td>
<td>199,568</td>
<td>73,914</td>
<td>99,784</td>
</tr>
<tr>
<td>Suriname</td>
<td>147,828</td>
<td>199,568</td>
<td>73,914</td>
<td>99,784</td>
</tr>
<tr>
<td>Antigua and Barbuda</td>
<td>129,946</td>
<td>175,427</td>
<td>125,762</td>
<td>169,779</td>
</tr>
<tr>
<td>Grenada</td>
<td>118,198</td>
<td>159,567</td>
<td>44,284</td>
<td>59,783</td>
</tr>
<tr>
<td>Jamaica</td>
<td>17,989</td>
<td>24,284</td>
<td>4,849</td>
<td>6,546</td>
</tr>
<tr>
<td>Turks &amp; Caicos Islands</td>
<td>6,648</td>
<td>8,975</td>
<td>36,957</td>
<td>49,892</td>
</tr>
<tr>
<td>St. Vincent and the Grenadines</td>
<td>-</td>
<td>-</td>
<td>36,957</td>
<td>49,892</td>
</tr>
<tr>
<td>British Virgin Islands</td>
<td>(120)</td>
<td>(162)</td>
<td>136</td>
<td>184</td>
</tr>
<tr>
<td></td>
<td>1,331,798</td>
<td>1,797,927</td>
<td>1,025,408</td>
<td>1,384,302</td>
</tr>
</tbody>
</table>

Sundry debtors

- 539,974  728,964
- 1,871,772 2,526,891
- 1,369,286 1,848,537

Provision for doubtful contributions

- (466,865) (630,267)
- (242,004) (461,705)

- $1,404,907 $1,896,624
- $1,027,282 $1,386,832
4. **Accounts receivable, net (continued)**

Sundry debtors consists of the following amounts

<table>
<thead>
<tr>
<th></th>
<th>BDS</th>
<th>EC</th>
<th>BDS</th>
<th>EC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funds owed to administration</td>
<td>382,661</td>
<td>516,591</td>
<td>240,598</td>
<td>324,807</td>
</tr>
<tr>
<td>Other receivables</td>
<td>157,313</td>
<td>212,373</td>
<td>103,280</td>
<td>139,428</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$539,974</td>
<td>$728,964</td>
<td>$343,878</td>
<td>$464,235</td>
</tr>
</tbody>
</table>
5. **Property, plant and equipment**

**Barbados currency (BD$)**

<table>
<thead>
<tr>
<th></th>
<th>Office furniture</th>
<th>Computer equipment</th>
<th>Office equipment</th>
<th>Motor vehicle</th>
<th>Computer software periodicals books</th>
<th>Projects assets</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Acquisitions</strong></td>
<td>54,380</td>
<td>70,365</td>
<td>131,902</td>
<td>48,814</td>
<td>18,753</td>
<td>319,960</td>
<td>644,174</td>
</tr>
<tr>
<td><strong>Donor agencies</strong></td>
<td>9,943</td>
<td>60,960</td>
<td>31,332</td>
<td>68,000</td>
<td>50,000</td>
<td>-</td>
<td>220,235</td>
</tr>
<tr>
<td><strong>Cost - August 31, 2010</strong></td>
<td>64,323</td>
<td>131,325</td>
<td>163,234</td>
<td>116,814</td>
<td>68,753</td>
<td>319,960</td>
<td>864,409</td>
</tr>
<tr>
<td><strong>Additions</strong></td>
<td>-</td>
<td>3,500</td>
<td>961</td>
<td>-</td>
<td>23,800</td>
<td>9,219</td>
<td>37,480</td>
</tr>
<tr>
<td><strong>Cost - August 31, 2011</strong></td>
<td>64,323</td>
<td>134,825</td>
<td>164,195</td>
<td>116,814</td>
<td>92,553</td>
<td>329,179</td>
<td>901,889</td>
</tr>
</tbody>
</table>

**Accumulated depreciation Aug 31, 2010**

|                      | 58,054           | 129,967            | 159,202          | 82,198        | 68,753                              | 138,184         | 636,358 |
| **Depreciation charge** | 1,254            | 825                | 966              | 11,538        | 19,833                              | 86,369          | 120,785 |
| **Accumulated depreciation Aug 31, 2011** | 59,308            | 130,792           | 160,168          | 93,736        | 88,586                              | 224,553         | 757,143 |

**Net book value August 31, 2011**

|                      | $5,015           | $4,033             | $4,027           | $23,078       | $3,967                               | $104,626        | $144,746 |

**Net book value August 31, 2010**

|                      | $6,269           | $1,358             | $4,032           | $34,616       | -                                    | $181,776        | $228,051 |

**Project assets**

Projects assets are items purchased using project funds and are used solely for the purpose of supporting the applicable project.
5. Property, plant and equipment (continued)

East Caribbean currency (ECS)

<table>
<thead>
<tr>
<th></th>
<th>Office furniture</th>
<th>Computer equipment</th>
<th>Office equipment</th>
<th>Motor vehicle</th>
<th>Computer software periodicals books</th>
<th>Projects assets</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquisitions</td>
<td>73,413</td>
<td>94,993</td>
<td>178,068</td>
<td>65,899</td>
<td>25,317</td>
<td>431,946</td>
<td>869,636</td>
</tr>
<tr>
<td>Donor agencies</td>
<td>13,423</td>
<td>82,296</td>
<td>42,298</td>
<td>91,800</td>
<td>67,500</td>
<td>-</td>
<td>297,317</td>
</tr>
<tr>
<td>Cost - August 31, 2010</td>
<td>86,836</td>
<td>177,289</td>
<td>220,366</td>
<td>157,699</td>
<td>92,817</td>
<td>431,946</td>
<td>1,166,953</td>
</tr>
<tr>
<td>Additions</td>
<td>-</td>
<td>4,724</td>
<td>1,296</td>
<td>-</td>
<td>32,131</td>
<td>12,448</td>
<td>50,599</td>
</tr>
<tr>
<td>Cost - August 31, 2011</td>
<td>86,836</td>
<td>182,013</td>
<td>221,662</td>
<td>157,699</td>
<td>124,948</td>
<td>444,394</td>
<td>1,217,552</td>
</tr>
</tbody>
</table>

Accumulated depreciation Aug 31, 2010

|                            | 78,372           | 175,456            | 214,923          | 110,967       | 92,817                             | 186,549        | 859,084  |
| Depreciation charge        | 1,693            | 1,114              | 1,304            | 15,576        | 26,775                             | 116,598        | 163,060  |
| Accumulated depreciation Aug 31, 2011 | 80,065          | 176,570            | 216,227          | 126,543       | 119,592                            | 303,147        | 1,022,144|

Net book value August 31, 2011

|                            | $6,771           | $5,443             | $5,435           | $31,156       | $5,356                             | $141,247       | $195,408 |

Net book value August 31, 2010

|                            | $8,464           | $1,833             | $5,443           | $46,732       | -                                  | $245,397       | $307,869 |
5. Property, plant and equipment (continued)

Barbados currency (BDSS)

<table>
<thead>
<tr>
<th></th>
<th>Office furniture</th>
<th>Computer equipment</th>
<th>Office equipment</th>
<th>Motor vehicle</th>
<th>Computer software periodicals books</th>
<th>Projects assets</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquisitions</td>
<td>54,380</td>
<td>68,414</td>
<td>131,902</td>
<td>48,814</td>
<td>18,753</td>
<td>206,414</td>
<td>528,677</td>
</tr>
<tr>
<td>Donor agencies</td>
<td>9,943</td>
<td>88,329</td>
<td>31,332</td>
<td>68,000</td>
<td>50,000</td>
<td>-</td>
<td>247,604</td>
</tr>
<tr>
<td>Cost - August 31, 2009</td>
<td>64,323</td>
<td>156,743</td>
<td>163,234</td>
<td>116,814</td>
<td>68,753</td>
<td>206,414</td>
<td>776,281</td>
</tr>
<tr>
<td>Additions</td>
<td>-</td>
<td>1,951</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>113,546</td>
<td>115,497</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>(27,369)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(27,369)</td>
</tr>
<tr>
<td>Cost - August 31, 2010</td>
<td>64,323</td>
<td>131,325</td>
<td>163,234</td>
<td>116,814</td>
<td>68,753</td>
<td>319,960</td>
<td>864,409</td>
</tr>
<tr>
<td>Accumulated depreciation Aug 31, 2009</td>
<td>56,487</td>
<td>129,748</td>
<td>158,194</td>
<td>77,869</td>
<td>68,753</td>
<td>46,180</td>
<td>537,231</td>
</tr>
<tr>
<td>Depreciation charge</td>
<td>1,567</td>
<td>1,359</td>
<td>1,008</td>
<td>4,329</td>
<td>-</td>
<td>92,004</td>
<td>100,267</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>(1,140)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(1,140)</td>
</tr>
<tr>
<td>Accumulated depreciation Aug 31, 2010</td>
<td>58,054</td>
<td>129,967</td>
<td>159,202</td>
<td>82,198</td>
<td>68,753</td>
<td>138,184</td>
<td>636,358</td>
</tr>
<tr>
<td>Net book value August 31, 2010</td>
<td>$6,269</td>
<td>$1,358</td>
<td>$4,032</td>
<td>$34,616</td>
<td>-</td>
<td>$181,776</td>
<td>$228,051</td>
</tr>
<tr>
<td>Net book value August 31, 2009</td>
<td>$7,836</td>
<td>$26,995</td>
<td>$5,040</td>
<td>$38,945</td>
<td>-</td>
<td>$160,234</td>
<td>$239,050</td>
</tr>
</tbody>
</table>
5. Property, plant and equipment (continued)

**East Caribbean currency (ECS)**

<table>
<thead>
<tr>
<th></th>
<th>Office furniture</th>
<th>Computer equipment</th>
<th>Office equipment</th>
<th>Motor vehicle</th>
<th>Computer software periodicals books</th>
<th>Projects assets</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Acquisitions</strong></td>
<td>73,413</td>
<td>92,359</td>
<td>178,068</td>
<td>65,899</td>
<td>25,317</td>
<td>278,659</td>
<td>713,715</td>
</tr>
<tr>
<td><strong>Donor agencies</strong></td>
<td>13,423</td>
<td>119,244</td>
<td>42,298</td>
<td>91,800</td>
<td>67,500</td>
<td>-</td>
<td>334,265</td>
</tr>
<tr>
<td><strong>Cost - August 31, 2009</strong></td>
<td>86,836</td>
<td>211,603</td>
<td>220,366</td>
<td>157,699</td>
<td>92,817</td>
<td>278,659</td>
<td>1,047,980</td>
</tr>
<tr>
<td><strong>Additions</strong></td>
<td>-</td>
<td>2,634</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>153,287</td>
<td>155,921</td>
</tr>
<tr>
<td><strong>Disposals</strong></td>
<td>-</td>
<td>(36,948)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(36,948)</td>
</tr>
<tr>
<td><strong>Cost - August 31, 2010</strong></td>
<td>86,836</td>
<td>177,289</td>
<td>220,366</td>
<td>157,699</td>
<td>92,817</td>
<td>431,946</td>
<td>1,166,953</td>
</tr>
</tbody>
</table>

**Accumulated depreciation Aug 31, 2009**

<table>
<thead>
<tr>
<th></th>
<th>Office furniture</th>
<th>Computer equipment</th>
<th>Office equipment</th>
<th>Motor vehicle</th>
<th>Computer software periodicals books</th>
<th>Projects assets</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Accumulated depreciation Aug 31, 2009</strong></td>
<td>76,257</td>
<td>175,160</td>
<td>213,562</td>
<td>105,123</td>
<td>92,817</td>
<td>62,343</td>
<td>725,262</td>
</tr>
<tr>
<td><strong>Depreciation charge</strong></td>
<td>2,115</td>
<td>1,835</td>
<td>1,361</td>
<td>5,844</td>
<td>-</td>
<td>124,206</td>
<td>135,361</td>
</tr>
<tr>
<td><strong>Disposals</strong></td>
<td>-</td>
<td>(1,539)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(1,539)</td>
</tr>
<tr>
<td><strong>Accumulated depreciation Aug 31, 2010</strong></td>
<td>78,372</td>
<td>175,456</td>
<td>214,923</td>
<td>110,967</td>
<td>92,817</td>
<td>186,549</td>
<td>859,084</td>
</tr>
</tbody>
</table>

**Net book value August 31, 2010**

|                         | $ 8,464          | $ 1,833            | $ 5,443          | $ 46,732      | - $                                  | $ 245,397      | $ 307,869 |
| **Net book value August 31, 2009** | $ 10,579         | $ 36,443           | $ 6,804          | $ 52,576      | - $                                  | $ 216,316      | $ 322,718 |
6. **Fixed asset commitment and capital expenditure reserves**

In the 2007/2008 budget of the Agency, the Board approved the establishment of a fixed asset commitment reserve and a capital expenditure reserve to specifically fund the future acquisition of assets to be used for the co-ordinating unit’s activities.

7. **Cash and bank**

<table>
<thead>
<tr>
<th></th>
<th>2011 BDS</th>
<th>2011 EC</th>
<th>2010 BDS</th>
<th>2010 EC</th>
</tr>
</thead>
<tbody>
<tr>
<td>General funds</td>
<td>100,002</td>
<td>135,003</td>
<td>281,877</td>
<td>380,534</td>
</tr>
<tr>
<td>Restricted general funds</td>
<td>2,870,104</td>
<td>3,874,640</td>
<td>4,482,916</td>
<td>6,051,936</td>
</tr>
<tr>
<td>Restricted project funds</td>
<td>11,464,359</td>
<td>15,476,885</td>
<td>4,892,105</td>
<td>6,604,342</td>
</tr>
<tr>
<td>Gratuities</td>
<td>750,081</td>
<td>1,012,609</td>
<td>609,039</td>
<td>822,203</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 15,184,546</strong></td>
<td><strong>$ 20,499,137</strong></td>
<td><strong>$ 10,265,937</strong></td>
<td><strong>$ 13,859,015</strong></td>
</tr>
</tbody>
</table>

8. **Prepaid expenses**

<table>
<thead>
<tr>
<th></th>
<th>2011 BDS</th>
<th>2011 EC</th>
<th>2010 BDS</th>
<th>2010 EC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepaid - co-ordinating unit</td>
<td>26,805</td>
<td>36,186</td>
<td>8,519</td>
<td>11,500</td>
</tr>
<tr>
<td>Prepaid - projects</td>
<td>24,999</td>
<td>33,748</td>
<td>42,225</td>
<td>57,004</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 51,804</strong></td>
<td><strong>$ 69,934</strong></td>
<td><strong>$ 50,744</strong></td>
<td><strong>$ 68,504</strong></td>
</tr>
<tr>
<td>Accounts payable and accruals</td>
<td>2011 BDS</td>
<td>2011 EC</td>
<td>2010 BDS</td>
<td>2010 EC</td>
</tr>
<tr>
<td>------------------------------</td>
<td>----------</td>
<td>---------</td>
<td>----------</td>
<td>---------</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>348,914</td>
<td>471,033</td>
<td>369,276</td>
<td>471,033</td>
</tr>
<tr>
<td>Employee related payable</td>
<td>273,538</td>
<td>273,538</td>
<td>273,538</td>
<td>273,538</td>
</tr>
<tr>
<td>Other payables</td>
<td>737,855</td>
<td>737,855</td>
<td>737,855</td>
<td>737,855</td>
</tr>
<tr>
<td>Funds due to projects</td>
<td>19,182</td>
<td>19,182</td>
<td>19,182</td>
<td>19,182</td>
</tr>
<tr>
<td>Advance contributions</td>
<td>257,763</td>
<td>347,980</td>
<td>347,980</td>
<td>347,980</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,363,714</td>
<td>1,841,013</td>
<td>1,841,013</td>
<td>1,841,013</td>
</tr>
<tr>
<td><strong>BDS</strong></td>
<td>$1,042,477</td>
<td>$1,042,477</td>
<td>$1,407,345</td>
<td>$1,407,345</td>
</tr>
<tr>
<td><strong>EC</strong></td>
<td>$1,363,714</td>
<td>$1,841,013</td>
<td>$1,397,499</td>
<td>$1,397,499</td>
</tr>
</tbody>
</table>

9. **Bank overdraft**

The bank overdraft has a maximum limit of BDS$11,000. The account is unsecured and bears interest at the prime rate of 8.05% per annum.

10. **The employee-related payable is comprised of a defined contribution plan administered by the Agency. Under the post-employment benefit plan, employer and employee contributions bear interest at a rate of between 3% and 5.25% (2010 - 3% to 5.25%) per annum. The Agency's contribution for the year totalled $381,215 ($381,139).**
10. Management compensation

Management compensation for the year is comprised as follows:

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>639,713</td>
<td>430,932</td>
</tr>
<tr>
<td>Duty/housing allowance</td>
<td>107,568</td>
<td>89,036</td>
</tr>
<tr>
<td>Gratuity</td>
<td>131,933</td>
<td>86,186</td>
</tr>
<tr>
<td>Travel</td>
<td>10,368</td>
<td>12,096</td>
</tr>
<tr>
<td>Entertainment</td>
<td>9,180</td>
<td>9,984</td>
</tr>
<tr>
<td>Health</td>
<td>8,919</td>
<td>3,933</td>
</tr>
<tr>
<td>Telephone</td>
<td>1,944</td>
<td>1,296</td>
</tr>
</tbody>
</table>

11. Financial instruments

Financial assets of the Agency consist of cash and accounts receivable. Financial liabilities include bank overdraft and accounts payable and accruals.

Cash and credit risk

Cash and cash equivalents are placed with reputable banks. Credit risk on receivables is limited as accounts receivable are shown net of provision for doubtful contributions.
11. Financial instruments (continued)

Currency risk

Foreign currency risk arises from the possibility of significant fluctuations in exchange rates at the settlement dates of the Agency’s financial assets and liabilities. The Agency’s financial assets and liabilities are settled in Barbados dollars which is also the functional currency of the company. The Agency is therefore not exposed to significant currency risk.

Fair value

Fair value amounts represent the approximate values at which financial instruments could be exchanged in an arms length transaction between two parties. The fair values of the Company’s financial instruments are considered to approximate their book values.
MEMBERS OF THE TECHNICAL ADVISORY COMMITTEE

ANGUILLA
Ms Melissa Meade
Department of Disaster Management

ANTIGUA AND BARBUDA
Mr Philmore Mullin
National Office of Disaster Services

BAHAMAS
Captain Stephen Russell
Bahamas National Disaster Management Unit

BARBADOS
Ms Judy Thomas
Department of Emergency Management

BELIZE
Mrs. Noreen Fairweather
National Emergency Management Organisation

DOMINICA
Mr Nathanael Isaacs
Office of Disaster Management

GRENADA
Mr Benedict Peters
National Disaster Management Agency

GUAYANA
Col. Chubilall Ramsarup
Civil Defence Commission

HAITI
Mr Abel Nazaire
Civil Protection Directorate

JAMAICA
Ronald Jackson
Office of Disaster Preparedness and Emergency Management

MONTSERRAT
Mr. Billy Darroux
Disaster Management Coordination Agency

SAINT KITTS AND NEVIS
Mr Carl Herbert
National Emergency Management Agency

SAINT LUCIA
Mr Julian Dubois
National Emergency Management Organization

SAINT VINCENT AND THE GRENADINES
Mr. Howie Prince
National Emergency Management Office

SURINAME
Lt. Col. Jerry Slijingard

National Coordination Center for Disaster Relief

TRINIDAD AND TOBAGO
Dr. Stephen Ramroop
Office for Disaster Preparedness and Management

TURKS AND CAICOS
Mr Horatio Tuitt
Department of Disaster Management

VIRGIN ISLANDS
Ms Sharleen Dabreo
Department of Disaster Management

CARICOM
Secretariat
Mr Garfield Barnwell

LIST OF DELEGATES
TO THE CDEMA COUNCIL, 2011
Chair: Honourable Charles A. Savarin – The Commonwealth of Dominica

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Bahamas Ambassador Joshua Sears
Barbados The Honourable Fruendel Stuart
Belize Mrs. Candelaria Morter
Dominica The Honourable Charles Savarin
Guyana Ambassador Elisabeth Harper
Jamaica Mr Ronald Jackson
Saint Lucia Mr Cosmos Richardson
Saint Vincent and the Grenadines Mr Godfred Pompey
Virgin Islands Ms Rosalie Adams

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Judy Thomas Barbados
Garfield Barnwell CARICOM Secretariat

CDEMA COORDINATING UNIT
Ronald Jackson Executive Director
Elizabeth Riley Deputy Executive Director (ag)
Andria Grosvenor Technical Manager, Preparedness and Response
Phyllis Baron Programme Manager, Corporate Services
Michael Jordan Finance Manager