

Role of the RDA

What is the RDA? The Virgin Islands Recovery and Development Agency (RDA) was established in 2018 by the Government of the Virgin Islands as a transparent and accountable specialist project implementation agency to respond to the unique challenges faced by the Territory following the extreme weather events of 2017. The RDA is a statutory body, set up under Virgin Islands' legislation, that works hand in hand with Ministries to deliver projects under the Recovery to Development Plan (RDP) – the Government's ambitious plan for recovery and development that has been approved by the House of Assembly.

Why do we need an RDA? The devastating hurricanes of 2017 caused immense economic loss and damage (\$3.6bn) to the Virgin Islands. This represents more than 3 years of economic activity (GDP) or almost ten times annual government revenue. This is an extraordinary generational challenge that the Virgin Islands face. The Government established the RDA as a specialist agency with the capability that is solely focused to deal with this immense challenge. The RDA has been established to work with the ministries to both build back the Territory's infrastructure and to build up the capacity of our people.

Why do we need to build back quickly? We need to regenerate and secure the economic future of the Virgin Islands, to bolster the tourist offering, manage the challenges faced in the financial services sector and to support emerging economic sectors, such as fishing and agriculture. We also need to make sure the Virgin Islands are ready for when there is another significant natural disaster. We are not ready now, if such an event was to occur. It is primarily for this reason we must all work together expeditiously, alongside businesses, communities and people, to ensure we are ready. This recovery must, and will, take place in a way that respects the customs and the environment that we all cherish so dearly, and that make the Virgin Islands unique.

What does this mean for me? The recovery must be ambitious to meet the needs of the people of the Virgin Islands, whatever their stage in life. For our youth, we must start thinking about providing jobs for tomorrow in advanced resilient infrastructure and new technology-driven opportunities; good, well-paying jobs. For those at the end of their careers, this means ensuring their social needs are met, including for the most vulnerable. The Virgin Islands competes in the international market, and we will continue to face challenges to our economy, such as in the financial services industry; that means we must think hard about the opportunities we want our young people to enjoy, while ensuring our old people are well looked after.

What is the opportunity? Out of every crisis comes opportunity. Our opportunity is to rebuild a Stronger, Smarter, Greener and Better Virgin Islands, as laid out in the Government's RDP. The RDA was established to deliver this Plan:

1. **Stronger:** More resilient people, infrastructure, economy, government and society able to withstand the increased threat of disasters caused by climate change – to enable the Virgin Islands to be able to withstand potential future Irma's and other disasters.
2. **Smarter:** Virgin Islands that uses resources – people and technology – wisely to deliver better and more efficient public services and an economy that is globally competitive – providing new technology-driven job opportunities.
3. **Greener:** Resource efficient and greener Virgin Islands, protecting the marine and land environment for future generations – making the Virgin Islands a model green economy in the region, delivering new green economy jobs for the future.
4. **Better:** Effective delivery of services and products across the public and private sector by a well-trained workforce – creating a secure economic future with thousands of new jobs, protecting the cultural identity and environment of the Virgin Islands.



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Who Sets the Priorities? The Premier, as the Minister responsible for Recovery and Development, sets the priorities for the RDA on behalf of his Government. The Government of the Virgin Islands, representing the people of the BVI, sets the priorities for infrastructure, building repair and other projects to build a stronger, smarter, greener and better Virgin Islands. In July 2018, the Government approved an Accelerator Programme to kick-start the recovery. The RDA was tasked by Cabinet to deliver 21 Projects under this Accelerator Programme. Additional guidance has been given by Premier Fahie’s Government, including an ambitious plan to rebuild the West End Ferry Terminal and meet the immediate needs of Elmore Stouff High School. The RDA is ready to start on new projects once the next round of priorities is set by the Government.

What is the RDA’s Role?

- 1. Delivering projects on behalf of Government:** We have been busy delivering on the 21 accelerator projects and have been working with the Premier’s Office on the planning of the rebuild of a fit for purpose West End Ferry Terminal and to improve the conditions at the Elmore Stouff High School (ESHS), including building some temporary classrooms. For more detail see our Project Summary List. The RDA looks forward to delivering transformative projects once the Government has set the priorities. The RDA can then support the Government to deliver a promising economic future for the Virgin Islands and a resilient Virgin Islands, able to withstand the challenges of climate change. The RDA has also supported the Government’s administration by repairing vital administration and security infrastructure on our sister islands.
- 2. Building capacity of the Virgin Islands:**
 - **Contractors:** RDA procurement rules deliberately favour Virgin Island contractors. The RDA has also held training workshops for contractors, and has at least eight sessions planned throughout 2019, focused on training on: RDA procurement, how to write a good bid, Risk, Project Management and Health and Safety. The RDA has also started a programme of weekly one-on-one sessions with contractors to advise on how to register, bid and deliver successful projects. RDA projects have helped small firms to grow, by swiftly paying invoices and working collaboratively to deliver projects. The Derelict Boat project has already encouraged captains on barges to apply for licenses. RDA project standards will have a long-lasting impact on environmental, health, safety and quality of work of Virgin Island contractors.
 - **Government:** Each project has a capacity building focus. For example, the Marine Survey Project is delivering training and helping National Parks Trust, Shipping Registry, Environmental Unit and other agencies to be able to conduct regular surveys of the marine environment. This will support Government to manage and protect the environment. All projects will include training and support to improve how infrastructure, buildings and equipment are operated, managed and maintained.
 - **Communities:** The RDA is working with communities to engage the people in the design and delivery of projects in their communities. The RDA has held 8 community engagement workshops and will continue to engage communities in each project.
- 3. Raising funds for the recovery and development programme:** The RDA has already raised \$2.2m in cash and more than \$1m in-kind for projects from external sources and, together with the Government contribution of \$10m, is progressing on the 21 accelerator projects, with an approved total budget of \$28.6m. The RDA has further commitments for external funding of \$18m. The RDA aims to raise \$1-2 for every \$1 of Government funding.

RDA trucking contractor: “RDA paid my invoices within days, and this is helping me to grow my company”



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What is the operational budget for the RDA?

The operational budget, or running costs, for the RDA is provided by the Government of the Virgin Islands and, for the first three years, is supported by approximately \$10m from the UK Government.

Operational Funds	
Average Annual Budget	\$4.5M
Source (5-year mandate): Govt. of the Virgin Islands	62%
Source (5-year mandate): UK Government Grant	32%
Total Spend to date (1 January to 31 July 2019)	\$2.1M

What is the RDA staffing?

The RDA core staff team are all in place, with a couple of outstanding vacancies, and is fully functional and capable to deliver the recovery and development programme based on the Government's priorities.

RDA Staffing	
Core Staff Posts	30
Core Staff - In place	25
Contracted Project Managers - In place	7
BVI Islander Interns	2
Gender % - Male	58%
Gender % - Female	42%
Staffing - % Local	67%

How does the RDA achieve Value for Money?

The more projects the RDA can support Central Government in delivering, the more value for money it can provide, by using resources across multiple projects and thus speeding up the recovery process. Standard project management costs are estimated at 10% of the total project budget. RDA aims to stay well within this estimate, including all overhead and management expenses. For every project, RDA follows proper project planning practices, a rigorous procurement process and best practice management during the delivery phase. By managing the budget, schedule and results, RDA ensures the greatest benefit is delivered, at the lowest possible cost and in the shortest possible time frame. Following completion of each project, Value for Money assessments are conducted to determine economy, efficiency, effectiveness and equity of the project. By identifying any areas or processes where improvements can be made, RDA can apply these insights to future projects to deliver better value for money.

Comprehensive System to Manage and Measure Value for Money

VfM Area	Measurement	Maximum VfM Score
Economy	Variance between Final Cost and BQs or Budget	10
Efficiency	Cost Efficiency Unit Cost (Final Cost/ Outputs) compared to similar project context	20
	Time Efficiency Unit Time (Outputs /Final Schedule) compared to similar project context	10
	Schedule Variance between Expected Schedule and Actual Schedule	10
Effectiveness	Output Effectiveness Outputs Targeted vs. Outputs Achieved	20
	Outcome Effectiveness Relationship between Outputs and Outcomes	15
	Quality Industry standards	10
Equity	Comparison of Outputs and Outcomes for disaggregated groups	5
TOTAL		100



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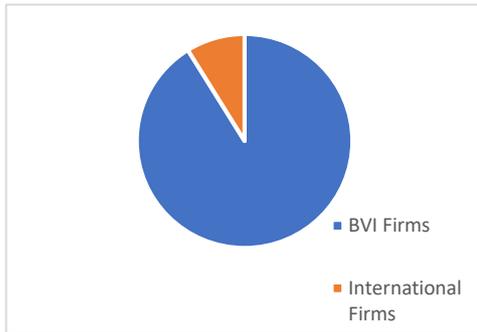
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How much of RDA project funding and contracts stay in the Virgin Islands?

The RDA procurement deliberately favours Virgin Island contractors, with trade licenses. And international firms are contracted for specialist works that cannot be provided by Virgin Island contractors, such as pre-fabricated classrooms.



	No. Contracts	Amount
BVI Firms	62	\$ 4,380,581.91
International Firms	6	\$ 514,957.37
Total	68	\$ 4,895,539.28

How accountable and transparent is the RDA?

The RDA has been designed to operate according to the highest international standards of transparency and accountability. The Agency shares comprehensive up-to-date information on all its activities with the widest set of organisations within the Government, the House of Assembly, the public and the media. This information ensures the work of the RDA is transparent and that it can be held accountable for its performance.

REPORTS	External Accountability to whom?								
	Government								Public
	Ministry of Finance	Premier	Ministries	Attorney General	Auditor General	Accountant General	Cabinet Office	House of Assembly	
RDA Monthly Progress Report	✓	✓	✓					✓	✓
Monthly Project Finance Report	✓	✓							
Quarterly Financial Reports	✓	✓							
Annual Audited Financial Statements	✓	✓					✓	✓	✓
Annual Report	✓	✓	✓				✓	✓	✓
Board Minutes									✓
Registration of Contracts				✓	✓	✓			
Contract Awards									✓



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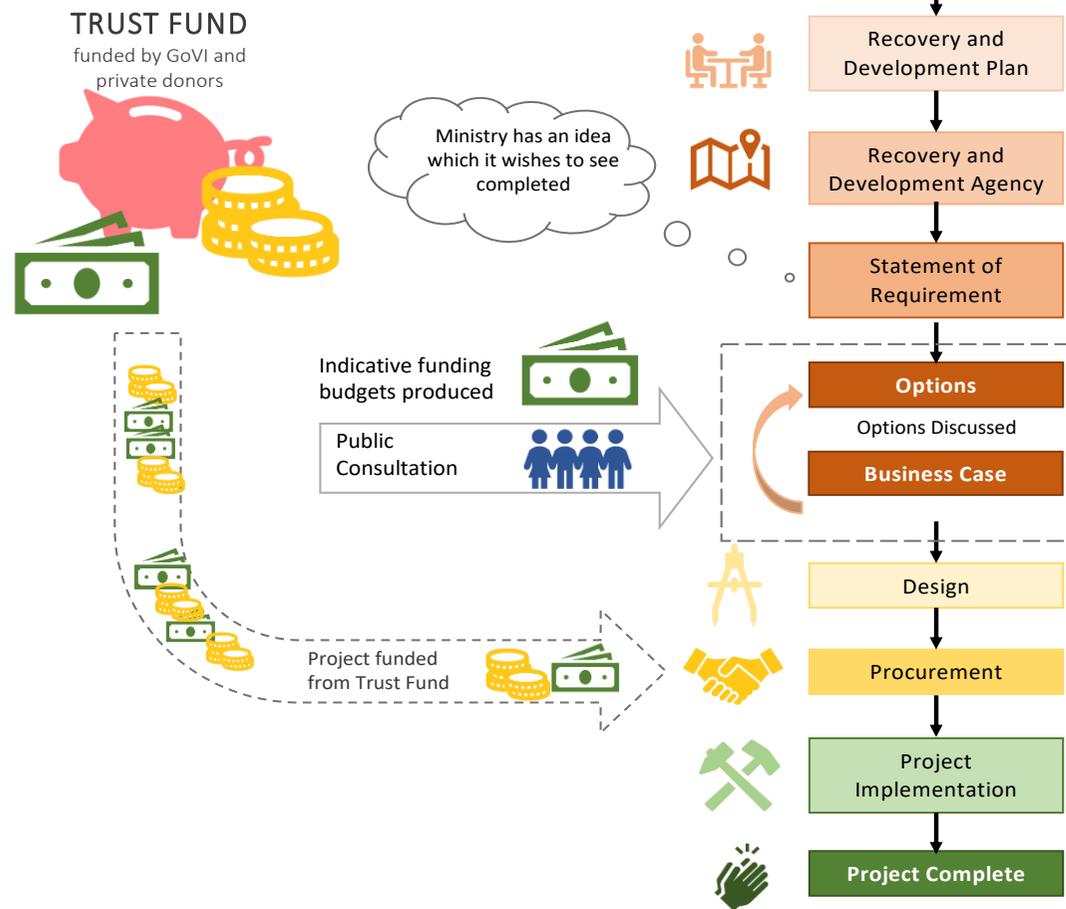


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How Government and RDA work to deliver the Virgin Islands Recovery and Development Programme (RDP)



- 1 The Recovery and Development Plan (RDP) sets out the strategic intent of the Government of the Virgin Islands (GoVI) post-Hurricanes Irma and Maria. Its mantra is Stronger, Smarter, Greener, Better. The RDP was approved by the House of Assembly in October 2018.
- 2 The Recovery and Development Agency (RDA) was set up to execute the RDP on behalf of the Government of the Virgin Islands. Work on initiatives commence at the bequest of individual Ministries on programmes outlined in the RDP. The priorities of the RDP are articulated through the Implementation Schedule approved by the Cabinet.
- 3 Client Ministry articulates detailed requirements based on priorities to the Recovery and Development Agency, through a document that is signed by both parties.
- 4 The RDA produces several options for consideration by all stakeholders. The client Ministry is the lead stakeholder.
- 5 An option is chosen as preferred, and a business case around this option is developed. RDA gets Board approval to proceed.
- 6 Designs are completed by RDA OR designs are procured for the project to be completed. This project can be infrastructural or social.
- 7 Solutions are subjected to a strict procurement process. Board approves choice once satisfied that the process is fair, and contract is signed with successful contractor.
- 8 The RDA implements the project. This usually involves supervision of the project by RDA project managers. The lead Ministry is expected to work closely with the RDA in supervising the project.
- 9 Once the project is completed it is handed over to the Ministry along with health and safety rules, maintenance budgets and schedules.



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