

**VIRGIN ISLANDS
RECOVERY AND
DEVELOPMENT AGENCY**

Monthly Report

Reporting Period: November 2018

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Table of Acronyms

DWM	Department of Waste Management
JVD	Jost Van Dyke
ITT	Invitation to Tender
RDA	Recovery and Development Agency
RDP	Recovery to Development Plan
SoR	Statement of Requirement
WP	Work Packages

Table of figures

Table 1: Status Summary for Priority Phase 1 Projects.....	3
Table 2: Plan to manage risks to the recovery and development programme.....	4
Table 3: Relevant Policy.....	6
Table 4: Meetings held in November	6
Table 5: Communication Releases in November	7
Table 6: Upcoming Events in December.....	7

Table of Contents

Table of Acronyms.....	0
Table of figures.....	0
1. Phase One Program and Overview	3
1.1. Phase One External Funding Secured.....	4
1.2. Capacity Building	4
1.3. Risk	4
1.4. Research, Monitoring, Evaluation and Learning.....	5
2. Planning Implementation	5
2.1. Future Planning	5
2.1.1. West End Area Programme	5
2.1.2. Renewable Energy	5
3. Relevant Policy	6
4. Events and Communications	6
4.1. Events held.....	6
4.1.1. Meetings.....	6
4.1.2. Communication Releases	7
4.2. Upcoming events.....	7
5. Project Updates.....	7
6. Project Update: Special Debris Clearance	8
6.1. Overview	8
6.2. Status.....	8
7. Project Update: Removal of Derelict Boats	9
7.1. Overview	9
7.2. Status.....	9
8. Project Update: Elmore Stoutt High School.....	10
8.1. Overview	10
8.2. Status.....	10
9. Project Update: AO Shirley Grounds	11
9.1. Overview	11
9.2. Status.....	11
10. Project Update: Virgin Gorda Police Barracks	12
10.1. Overview	12
10.2. Status.....	12

11.	Project Update: Jost Van Dyke Admin Building	13
11.1.	Overview	13
11.2.	Status.....	13
12.	Annex I – Timeline Update	14

Report Clearance

Date	Description
6 December, 2018	Structural and content feedback received from Office of Premier
12 December, 2018	Draft report approved by RDA Board

1. Phase One Programme and Overview

The Recovery to Development Plan was approved on 23 October 2018 and published on 10 November 2018. The plan can be downloaded [here](#). From November onwards, the RDA will be working on an implementation schedule with the Government, in accordance with Government priorities, to prepare business cases for longer-term transformative projects.

The RDA Business Case process is a robust evidence-based mechanism to assure value for money with five cases examined:

- Strategic case – how project benefits will deliver intended change
- Economic case – costs and benefits of the project
- Commercial case – project delivery strategy
- Financial case – affordability of proposed project
- Management case – how project will be delivered

As of now, the RDA is working on the delivery of the Phase One Programme (also referred to as the 6-month Accelerator Plan). This Programme contains high priority projects that have immediate impact to kick-start the economy, support vulnerable households, re-establish key public services, and prepare the Virgin Islands to be tourist-ready.

The Cabinet identified the priorities for the Phase One Programme in the Accelerator Plan approved by Cabinet in July 2018. The RDA then worked with the ministries, relevant departments, and statutory bodies to refine these priorities to reflect work already underway by the Government and any minor shift in priorities since July 2018. The final list of projects for the Phase One Programme was then formally signed-off with each ministry by the Permanent Secretary, with the concurrence of their respective minister. This process was the basis for the design of the Phase One Programme, which is detailed in this Business Case.¹

Currently there are six projects ongoing in the Phase One Programme as of 30 November:

TABLE 1: STATUS SUMMARY FOR PRIORITY PHASE 1 PROJECTS

Project No.	Project	Status
108	Special Debris Clearance	Final stages of completion ²
133	Removal & disposal of all derelict boats	Working group and planning meetings set for early December
147	Temporary school units at Elmore Stoutt High School	SoR meeting held with stakeholders, draft SoR sent for approval
152	AO Shirley Grounds Repairs - Phase 1	Containers of supplies transported to site, awaiting technician
182	Repair of Virgin Gorda Police Barracks	Contracting signed, works begun
183	Repair of Jost Van Dyke Admin Building	Procurement

These six priority projects are each at various stages of development and implementation as per the following project phase definitions:

- **Planning Phase:** Planning of the project involving the refinement of scope with the relevant ministry, identifying options, and selecting the most appropriate option;

¹ Business Case – Phase One Programme to be published on RDA website by end of November 2018

² Completed subject to the removal of remaining debris and derelict vehicles from Virgin Gorda

- **Procurement Phase:** Drafting, advertising, tendering, and awarding contracts; and
- **Delivery Phase:** Delivery of the project as per the project plan.

1.1. Phase One External Funding Secured

Project	Amount	Funded by
Special Debris Clearance	\$647,000	UK Government: \$563,000 NGO UniteBVI: \$42,000 Private Donor Bitter End Yacht Club: \$42,000.
Virgin Gorda Police Barracks	\$800,000	40% UK Government

1.2. Capacity Building

In accordance with the draft regulation on capacity building, the RDA will work in partnership with the Government to develop and finalise a Capacity Building Strategy. This strategy will detail how the RDA will mainstream capacity building as an integral element of everything that it does, to maximise BVI participation and leadership of the recovery and to ensure maximum benefit for BVI individuals, communities, and companies.

The RDA has to-date focused on building capacity of contractors and suppliers, particularly in how to put together good quality tender submissions. In preparation for the Special Debris Clearance Project, the RDA held bidder briefing sessions on Tortola, Anegada, and Virgin Gorda. The sessions explained the RDA procurement procedures and how suppliers can compete for work under this project as well as a brief on future project opportunities. The tender submission format for this project was also deliberately made very simple with an established template that was easy to complete. This encouraged 29 contractors to submit bids for this project.

For the more complex projects of repairs to the Virgin Gorda Police Barracks and the Jost Van Dyke administration building, a simple tender submission was not feasible due to the complexity of the required repairs. Therefore, the RDA has undertaken detailed site briefings for all interested contractors and then provided detailed feedback and requests for clarifications to support all bidders equally to assist them in the submission of fully compliant bids.

1.3. Risk

A central component of delivering programmes is to analyse and manage risks, including the time, quality, and cost of individual projects. The table below maps out some of the high-level risks that the RDA has identified and is actively managing to ensure the success of the RDA and the delivery of the programme.

TABLE 2: PLAN TO MANAGE RISKS TO THE RECOVERY AND DEVELOPMENT PROGRAMME

Risk	Mitigation
Misinterpretation of relationship between RDA and one or more ministries, impedes effective delivery of recovery and development programme.	Clarity on RDA/Ministry relationship in regulation agreed with Premier's Office and Cabinet
	Establishment of joint working practices
Delays in recruitment of qualified RDA staff inhibits growth in capacity and capability needs of the RDA,	Local and regional recruitment drive
	Short term staff deployed and/or seconded from ministries to meet immediate requirement

which results in delays to project delivery and/or inferior governance.	Establish mechanism for rapid approval of appointments and deployment of staff
Insufficient funding of operational and/or programme budgets for RDA to effectively deliver the RDP	Trust Fund establishment to permit the transfer of programme funds
Public misunderstanding of role of RDA contributes to loss of support for RDA and recovery	Delivery of communications plan to explain role of RDA
Lack of transparency on sources and utilisation of funding undermines credibility of RDA	Trust Fund establishment, including appointment of independent trustee

1.4. Research, Monitoring, Evaluation and Learning

The RDA has commenced work on developing the monitoring framework for the delivery of the Recovery to Development Plan and is developing the detailed monitoring plan for the Phase One Programme. As of **November**, the RDA has continued to develop this frame by clarifying outcome statements and the RDP’s vision. Further updates will be provided in the **December** Monthly Report.

2. Planning Implementation

This section pertains to progress that programs or projects have reached before the signing an agreed upon Statement of Requirement (SoR) in Phase One.

2.1. Future Planning

While Phase One is already in the implementation phases, the RDA is working on more long-term development projects across the Virgin Islands.

2.1.1. *West End Area Programme*

The West End ferry Terminal has been a node for travellers moving to and from the US Virgin Islands, for medical, shopping and leisure activities (‘day trippers’) as well as 10,000 or more private and charter yachts per year. The destruction of the facility during hurricanes Irma and Maria has presented challenges to travellers wishing to travel to the BVI for leisure and has resulted in the additional utilization of the Road Town Ferry Terminal, which has presented a capacity problem in that terminal.

This month, the RDA with the Immigration Office, Ministry of Communications and Works on behalf of the Port Authority and Customs for the development of the Statement of Requirement (SoR).

2.1.2. *Renewable Energy*

The Renewable Energy (RE) regulation to provide the opportunity for grid tied systems was published by the Government of the Virgin Islands on the 1st November 2018. This has provided the environment for a strategic review of the power infrastructure network.

The Recovery and Development Agency in partnership with the BVI-EC have established a Renewable Working Group that will focus on building back a more resilient and sustainable electricity infrastructure. The working group will provide the strategic plan for the rebuild with growing reliance on renewable energy in the BVI energy sector.

As of **November**, the RDA has hired a strategy adviser for renewable energy development. The outcome of this appointment will be to build and implement the strategy for the BVI renewable sector. A key to this will be the need to build strategic relationships with critical stakeholders ultimately leading to a sustainable energy strategy for the BVI.

3. Relevant Policy

The RDA's implementation of projects and initiatives inextricably requires that relevant laws, regulations, and policies relative to sectors and sub-sectors supports their delivery. To this end, the Government has committed to ensuring that an enabling legal and policy environment exists to ensure efficient implementation of the projects and initiatives the RDP sets out. The following legal or policy development have taken place or is required to be put in place to further the delivery of the projects:

TABLE 3: RELEVANT POLICY

Policy	Outcome
DDM act	Allows us to work on derelict boats
Regulation on electricity feed tariffs	Renewable energy planning and strategy development

4. Events and Communications

This section reviews events that have happened this month as well as the events for the upcoming month.

4.1. Events held

4.1.1. Meetings

TABLE 4: MEETINGS HELD IN NOVEMBER

Meeting	Date	Participants
GreenVI Meeting – environment meeting about removal of derelict boats	1 November	Deputy director, GreenVI
Derelict boats options meeting	6 November	Ministry of Natural Resources and Labour, Hirst Marine, BVI shipping registry, Receiver of Wrecks
BVI – EC Meeting	6 November	BVI-EC CEO, BVI-EC Head of Operations
FCO meeting	8 November	Head of Overseas Territories, FCO
VG station coordination meeting	15 November	FCO, Commissioner of Police, Chief Inspectors
Derelict boat site visit (Sea Cows Bay)	19 November	Ministry of Natural Resources and Labour, BVI shipping registry, Receiver of Wrecks, Town and Country Planning
Presentation to the Financial Services industry by CEO on the role of the RDA	19 November	Financial Services Commission
Technical meeting – GreenVI	20 November	GreenVI
Coordination meeting – public admin buildings repair and works	20 November	Governor, Premier, Ministry of Communications and Works, Ministry of Finance Projects Unit, Deputy Governor and Permanent Secretary in Deputy Governor office

JVD station coordination meeting	21 November	FCO, Commissioner of Police, Chief Inspectors. Customs Authority
Pre-Start Meeting – Repair of Virgin Gorda police barracks	21 November	Police Commissioner, Virgin Gorda Commander and the Office of the Governor
JVD Station SoR correction meeting	23 November	Commissioner of Police, Chief Inspectors. Customs Authority
Statement of Requirement meeting - Temporary school units at ESHS	27 November	ESHS principal, ESHS teachers

4.1.2. Communication Releases

TABLE 5: COMMUNICATION RELEASES IN NOVEMBER

Release	Date	Description
Virgin Gorda Police Barracks Contract Signing	21 November, 2018	Signing of contract for the repair of the Virgin Gorda Police Barracks

4.2. Upcoming events

TABLE 6: UPCOMING EVENTS IN DECEMBER

Event	Date	Description
Project launch – Jost Van Dyke Admin building	Mid-December	Start of Jost Van Dyke administration building work
Project launch, AO Shirley grounds	Mid-December	AO Shirley works launching

5. Project Updates

Project updates pertain to projects which have a signed and agreed upon SoR (Statement of Requirement). Currently we have 6 projects underway. Currently, all six priority projects are listed under project updates regardless of their status.

6. Project Update: Special Debris Clearance

Project: 108

Status: Almost Complete

Budget: \$647,000

Outcome 1: Improved tourism product that is aesthetically appealing, easily accessible and provides an enhanced experience to our visitors and a catalyst for economic recovery

6.1. Overview

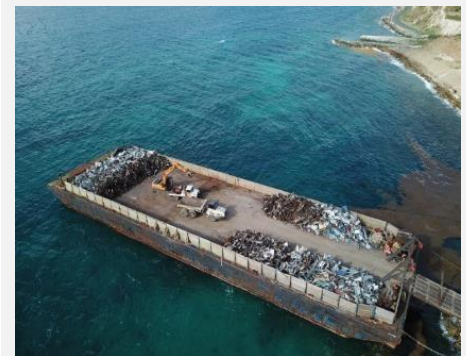
The hurricane disasters resulted in a significant amount of debris being deposited across the Virgin Islands and the project was developed to support the Department of Waste Management (DWM) to collect the debris. The objective of this project was to reduce the risk of damage and threat to human life, by removing debris which could become projectiles during strong winds ahead of the height of the 2018 hurricane season (early September).

6.2. Status

August 2018: Work packages in Tortola, Anegada, and Jost Van Dyke were commenced.

September 2018: Work packages in all areas except Virgin Gorda were completed in early September. The collection of derelict vehicles and removal of waste from the waste site in Virgin Gorda has been delayed. The work will commence once the car crusher and barge arrive and will likely take place in late November and early December.

November 2018: Still awaiting crusher and barge for moving derelict vehicles & scrap metal, which is due to arrive in BVI on 1 December. The contractors have signed a PMI to date extension of the works already agreed.



7. Project Update: Removal of Derelict Boats

Project: 133

Status: Planning

Outcome 1: Improved tourism product that is aesthetically appealing, easily accessible and provides an enhanced experience to our visitors and a catalyst for economic recovery

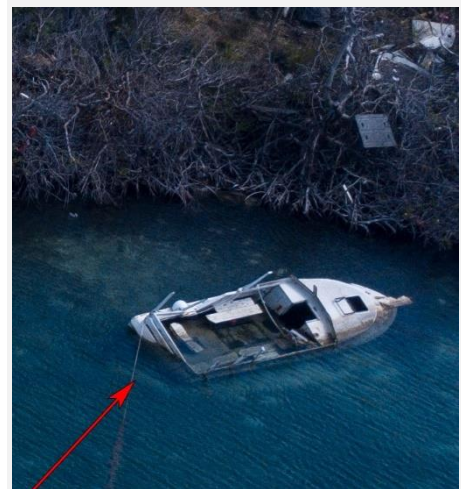
7.1. Overview

The passing of hurricanes Irma and Maria in 2017 left a significant number of marine vessels stranded along the coastlines and bays of the Virgin Islands. The bulk of these vessels have been removed by the owners and their insurance providers. However approximately 200 derelict vessels remain that need to be removed from their land or sea location and then disposed of.

7.2. Status

October 2018: Planning had commenced and was at the 'Statement of Requirement' phase with an agreement that was reached with relevant stakeholders on the most effective option to remove boats to a staging area. A decision on the final disposal method was pending further research on the available options.

November 2018: The RDA set up both working group and stake holder meetings to be conducted in early December.



8. Project Update: Elmore Stoutt High School

Project: 147

Status: Planning

Outcome 2A: Restored educational and recreational facilities that provide a safe and secure environment for learning and recreational activities

8.1. Overview

The RDA is overseeing construction of temporary classrooms for Elmore Stoutt High School in consultations with the ministry and landowners. The outcome of the project is to improve the present conditions at the school.

8.2. Status

October 2018: Planning has commenced at the 'Statement of Requirement' phase. In October there was an initial site visit and meeting with the ESHS and ESHS teachers.

November 2018: Statement of Requirement meeting held with the school. A draft SOR was sent to the school for approval and currently awaiting feedback. SOR to be sent to Assistant PS for approval after review and agreement. Then detailed planning of all aspects of the refurbishment can begin.



9. Project Update: AO Shirley Grounds

Project: 162

Status: Procurement

Outcome 2A: Restored educational and recreational facilities that provide a safe and secure environment for learning and recreational activities

9.1. Overview

The AO Shirley athletics grounds is a priority project to renovate the grounds to meet international accreditation standards as a Level 2 ground, so that BVI can host upcoming national events in the new year and future international events. This will require preparation of the grounds prior to the installation of the new track by the specialist company Mondo, repairs to make the perimeter secure to boost income-generation from events, installation of bathroom facilities, installation of lights to allow events after dark, repair to the spectator stand (ideally with shade), and renovation of the clubhouse pavilion to provide meetings, events and changing facilities.

9.2. Status

October 2018: Planning is complete for Phase 1 (rebuilding parts of damaged wall) and the works are now being procured.

November 2018: Containers with materials for the track were transported to site this month. Currently awaiting arrival of MONDO technician to commence the works in mid-December. The frame and panels for the perimeter wall is being procured. Tenders have been received for the bathroom and are being reviewed to ensure value-for-money.



10. Project Update: Virgin Gorda Police Barracks

Project: 182

Status: Procurement

Budget: \$800,000

Outcome 3B: Functioning law enforcement institutions and communication networks to restore a sense of safety and security and improved communications between agencies



10.1. Overview

The purpose is to return the Virgin Gorda Police Barracks to a fully functional state with police able to deploy required numbers from Tortola. A key outcome will be for the police to be able to sleep personnel on Virgin Gorda to ensure a shift system can be effectively managed and to enable the pre-disposition of resources key to disaster preparedness ahead of the 2019 hurricane season.

10.2. Status

October 2018: Planning is complete, procurement is underway, and work is anticipated to begin at the end of November.

November 2018: A contract was signed on 21 November and work has started.



11. Project Update: Jost Van Dyke Admin Building

Project: 183

Status: Procurement

Outcome 3C: Immediate improvement to priority government infrastructure and systems to improve services key to easing ability of doing business and prepare for recovery

11.1. Overview

The repairs to the Jost Van Dyke administration building will re-establish a working space for the District Officer to coordinate public service delivery on the island, as well as space for the police, customs and immigration to become fully functional. This will re-establish a fully functioning border control point at the main jetty and re-establish a functional police base, including a cell. The full detailed scoping for this project has been completed and procurement has already commenced.

11.2. Status

November 2018: Planning is complete, procurement is underway, and pending completion of procurement process, works anticipated to start by end of November. There was a meeting pre-start coordination meeting with the District Officer, Police Commissioner, Immigration, Customs and the Office of the Governor, which resulted in an updated Statement of Requirement to improve flow of the project. Finalization of contract negotiations to begin in December.



Recovery and Development Agency: DRAFT Phase 1 Timeline



Notes

- **Planning** Based on current understanding of projects, subject to change pending the 'Statement of Requirement'
- **Procurement** Based on current understanding of projects, based on estimated value, timeframe based on RDA procurement handout v2
- **Delivery** Based on current understanding of projects, subject to change pending planning process

* High priority projects

^ Denotes we have confidence in the timeline for these projects

All time estimates are approximate. The RDA will endeavour to advance projects wherever possible. Nevertheless, where detailed technical planning has not yet been completed and these time estimates may change. Timings will be updated monthly.

		2018		2019											
		November	December	January	February	March	April	May	June	July	August	September	October	November	December
3B. SECURITY AND LAW	4-5-3B-58-177														
	4-5-3B-60-179														
	4-5-3B-61-181														
	4-5-3B-61-182*														
3C. GOOD GOVERNANCE	4-2-3C-43-160*														
	4-2-3C-43-161														
	4-5-3C-61-183														
	4-2-3C-44-162														
	4-2-3C-10-120														
	4-2-3C-47-165														
N4. ENVIRONMENT	3-2-N4-25-137														
	3-2-N4-26-138														
N5. RESILIENT INFRASTRUCTURE	5-2-N5-64-186														
	5-2-N5-64-187														
	5-3-N5-64-188														
	5-2-N5-18-130														
	5-2-N5-23-135														
	5-2-N5-24-136														
	5-2-3C-50-142														