



Annual Report 2019



GOVERNMENT OF THE
VIRGIN ISLANDS
Premier's Office



VIRGIN ISLANDS
RECOVERY AND
DEVELOPMENT AGENCY

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Table of Acronyms

BVIEC	BVI Electricity Corporation
CEO	Chief Executive Officer
CRCS	Contractor Registration and Classification System
FCO	United Kingdom Foreign and Commonwealth Office
GOVI	Government of Virgin Islands
GG	Governor's Group
HOA	House of Assembly
IA	Internal Auditor
MECYAFA	Ministry of Education, Culture, Youth Affairs, Fisheries and Agriculture
MoF	Ministry of Finance
MHSD	Ministry of Health and Social Development
MNRLI	Ministry of Natural Resources, Labour and Immigration
MTWU	Ministry of Transport, Works and Utilities
M&E	Monitoring and Evaluation
PO	Premier's Office
PDD	Programme Delivery Department
PEP	Project Execution Plan
PSD	Programme Strategy Department
RDA or Agency	Virgin Islands Recovery and Development Agency
RDP	Recovery to Development Plan of the Virgin Islands
RE	Renewable Energy
SOR	Statement of Requirement
Trust	Virgin Islands Recovery Trust
UKG	Government of the United Kingdom
VfM	Value for Money

Table of Contents

Table of Acronyms	0
1. About the Recovery and Development Agency	2
1.1 Mission Statement	2
1.2 Objectives	3
1.3 Accountability	3
1.4 Value for Money	4
1.5 Governance	4
2. Structure	5
2.1 The Board	5
Board Sub-Committees	5
2.2 Agency Team	7
2.3 RDA Work Processes	7
2.4 Programme Strategy Department	8
2.5 Corporate Governance	8
2.6 Programme Delivery Department	10
3. Internal Systems of Controls	10
3.1 Audit	11
3.2 Risk Management	11
3.3 Monitoring and Evaluation	11
3.4 Monthly Progress Reports	12
4. Financial Status	12
5. Funding Status for Projects	13
6. Project Status	14
7. Capacity Building	17
Annex A. Statement of Financial Position (condensed)	19
Annex B: Audit Risk Register	21

Table 1: List of RDA Positions	19
Table 2: Contracted Cash Grants from External Funders	13
Table 3: Estimated Value of Contracted In-kind Contributions to Projects	14
Table 4: Project Status 2019	16

1. About the Recovery and Development Agency

In 2017, the BVI experienced an unprecedented trio of extreme weather events occurring over a six-week span that resulted in catastrophic damage to the Territory. A significant portion of the population sustained damages to their homes and property to varying degrees. Territory-wide access to key segments of infrastructure, that is, access to electricity, water and communication services were severely compromised. Moreover, varying levels of damage to most of the educational facilities occurred.

The Virgin Islands Recovery and Development Agency (RDA) was established in 2018 following the passing of the Act¹ and is governed in accordance with the Act, and draft Regulations (covering procurement, capacity building and relationships with ministries). In 2018 the Recovery and Development Agency (RDA) was established to deliver the Government's priority projects under the Recovery to Development Plan (RDP). Prior to the finalisation of the RDP, the RDA was requested by Government to support the implementation of the Six-Month Accelerator Plan (RDA projects under this plan are referred to as the Phase One Programme), was approved by Cabinet in July 2018, whilst the full Recovery to Development Plan was being developed. The RDA finalised the Phase One Programme Business Case based on the Six-Month Accelerator Plan and signed off the individual projects with each Ministry. The full Recovery to Development Plan (RDP) was approved in October 2018.

The RDA is mandated by the Act to fulfil the following three core functions:

- Delivery of projects to meet the Government's priorities within the RDP
- Raise external grant funding to supplement Government funding for projects
- Build capacity of government officials (project planning and management), BVI contractors (bidding for and managing projects) and communities (participating and engaging with Government projects) to maximise the benefits of the recovery.

2. 1.1 Mission Statement

The RDA's mission statement is: "A professional organisation that will raise investment to implement the recovery and development of the Virgin Islands, delivering value for money and developing national capacity in order to realise the vision of the Recovery to Development Plan (RDP)". The RDA adheres to the follow core values in the delivery of the mission statement:

- Integrity
- Respect
- Innovation
- Selfless commitment
- Sustainability
- Delivering results
- Building BVI capacity

¹ Act No. 1 / 2018

- Open Communications

3. 1.2 Objectives

In accordance with the RDP, the BVI recovery is guided by four key principles:

- Stronger
- Smarter
- Greener
- Better

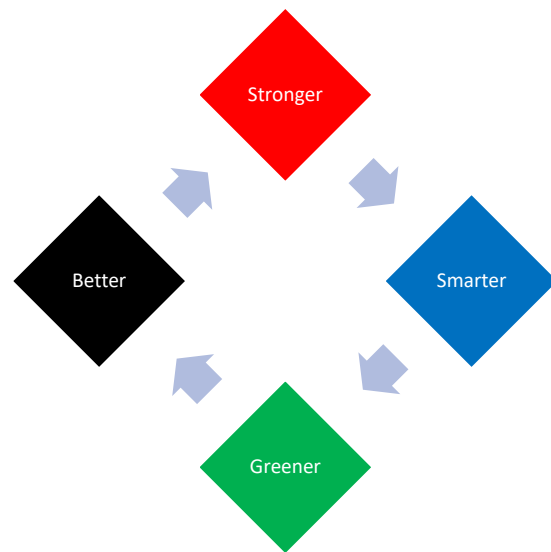


Figure 1: RDP Objectives

Stronger

Increasing the strength of the BVI will be fundamental to meeting the challenges of the future. A more resilient BVI capable of standing up to the challenges of the future should be key to how the BVI builds back stronger. The quality of the public service will be key and capacity building will be critical to building back stronger.

Smarter

A smarter BVI will be characterised by using resources – people and technology - wisely to deliver the best services across the region. This will require the restructuring of processes and structures to deliver significant change. The integration of technology will be critical to the future proofing of society and investment in this should be strategic, cross cutting all sectors and industries.

Greener

A greener BVI is one that is resource efficient, maximising the benefit from the earths limited resources. The BVI will rebuild as an example to other countries embracing new and innovative technology that will contribute to a greener BVI that is the exemplar across the region for sustainable redevelopment.

Better

Effective delivery of services and products across the public and private sector through investment in modern, up-to-date processes and procedures delivered by an effectively trained and developed workforce.

4. 1.3 Accountability

The RDA operates in a transparent manner and is accountable to its stakeholders, BVI Government, donors, including the UK Government, and, ultimately and most importantly, to the people of the BVI. The Agency has a computerized accounting package which is best suited for the financial recording and reporting requirements of the Agency. The financial statements are subject to independent audits. Furthermore, the RDA commits to publishing, as widely as possible including on the RDA website, the following information:

- Business Cases – Outline Business Cases and Full Business Cases

- Procurement Plan, notices, business opportunities and contract awards
- Monthly Reports
- Board Minutes

5. 1.4 Value for Money

Assessments of value for money (VfM) assist in ensuring that the RDA achieves the right balance between the resources (inputs) invested in its programmes and projects, relative to the results these programmes deliver in the form of outputs and outcomes. For public expenditure, VfM is typically assessed against three criteria to determine the value extracted from the investment.

- **Economy:** minimising the cost of resources used or required – *spending less*;
- **Efficiency:** the relationship between the output from goods or services and the resources to produce them – *spending well*; and
- **Effectiveness:** the relationship between the intended and actual results of public spending – *spending wisely*.

An additional element of **Equity** is also considered to ensure projects deliver benefits fairly and with due consideration of the social, gender and community dynamics of the projects the RDA delivers.

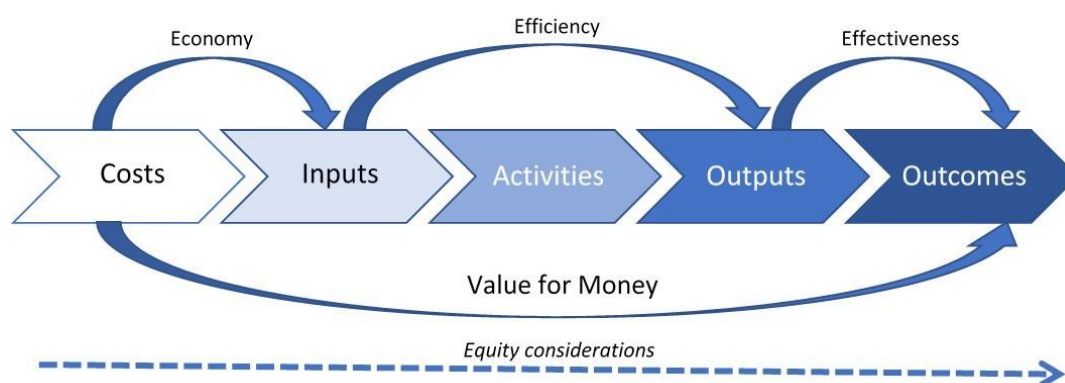


Figure 2: Project Flow and Value for Money

6. 1.5 Governance

The RDA is a statutory body that has its own mandate, legislation, policies and funding. The Virgin Islands Recovery and Development Agency Act, 2018 (the Act) and the Recovery to Development Plan (RDP) provides the mandate for the RDA to support the delivery of the Government’s priorities in the recovery and development of the BVI. Good governance is a critical component of the ability of the Agency to function appropriately and effectively. Governance ensures that there are controls and appropriate levels of risk management in place to ensure transparent use of public funds, delivering maximum VfM analysed against both capital and social benefits. **Policies, procedures** and

a **strong system of internal controls**, supported by an effective **structure** with appropriate **staff** with the necessary knowledge, skills and experience is key to ensuring effective governance.

7. Structure

The RDA is structured in accordance with the RDA Act, with oversight by the RDA Board, and delivery of the core functions of the RDA by the Agency.

8. 2.1 The Board

In accordance with the RDA Act, the composition of the Board shall be not less than seven and not more than nine members. The Board is comprised of a wide cross-section of persons from the public service, private sector and communities. The functions of the Board as the main oversight body for the Agency are detailed in the RDA Act.



Chairman



Member



Member



Member



Member



Member



Member



Ex Officio Member

Figure 3: Members of the RDA Board

The Chairman of the RDA Board is Robert Mathavious, and the members of the RDA Board are as follows: Clarence Faulkner, Pastor Gregory George, Clyde Lettsome, Maria Mays, David Hancock, Shane Rhymer and the CEO, Paul Bayly. The RDA Board meetings are held monthly. Board sub-committees meet as often as is required except in the case of the Audit and Risk Committee, which must meet at least quarterly.

9. Board Sub-Committees

The Board is supported by the listed Sub-Committees to support focused decision making:

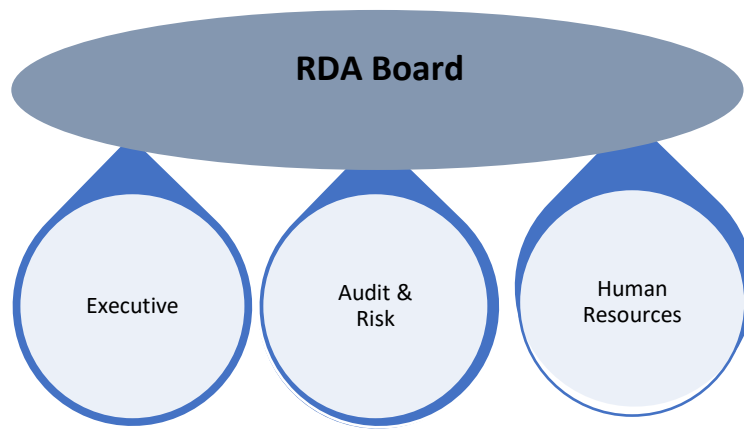


Figure 4: RDA Board Sub-committee Structure

The Executive and Human Resources Sub-committees were established on the 27 September 2018 at the 17th meeting of the RDA Board and the Audit and Risk subcommittee on the 13 December 2018 at the 21st meeting of the RDA Board. The mandates of these sub-committees are detailed below. Each subcommittee is chaired by Board members and have members of the RDA staff serving as advisors.

Executive Sub-committee

The Executive Sub-committee is responsible for identifying and recommending issues for the RDA Board and the Audit and Risk and Human Resource Committees' attention. It also develops the agenda for the RDA Board, conducts strategic planning sessions for overview of the Board's current and future activities. The Executive Sub-committee also coordinates and facilitates subcommittee and workgroup activities and maintains an ongoing assessment of the Board's process and activities to assure effectiveness and productivity. It may also take on other ad hoc activities as assigned to it by the RDA Board. The Executive Sub-committee members are Mr. Robert Mathavious (Chair), Mr. Paul Bayly (CEO) and Ms. Maria Mays.

Audit and Risk Sub-committee

The Recovery and Development Agency Board established the Audit and Risk Committee to provide oversight of the RDA's governance, risk management and internal controls. Its purpose is to assist the Board in the fulfilment of its corporate governance duties in relation to risk management, internal controls and financial reporting. The members of this sub-committee are Dr. David Hancock (Chair), Ms. Maria Mays and Mr. Clyde Lettsome. The Internal Auditor, Mr. Wendall Ronan, serves as a resource person.

Human Resources

The Human Resources Sub-committee is responsible for the oversight of human resources to ensure that the RDA attracts and retains talent to deliver on its mandate and objectives. In addition, it monitors and ensures compliance with legal and regulatory policies and statutes relating to human resources. In fulfilling this duty, the Human Resource Sub-committee advises the RDA Board on

human resources policy, compensation, hiring and disciplinary action. All core staff selected to join the Agency must be recommended to the Board from the Human Resources Sub-committee and all Human Resources Policy recommendations are referred to the Board for approval after full consideration and research is undertaken by the Human Resources Sub-committee. The members are Mr. Clyde Lettsome, Ms. Maria Mays, Mr. Gregory George and Ms. Shane' Rhymer.

10.2.2 Agency Team

To deliver against the mandate and objectives, the Agency is staffed with a core team. The Agency is structured into three main departments: Programme Delivery, Programme Strategy and Corporate Governance.

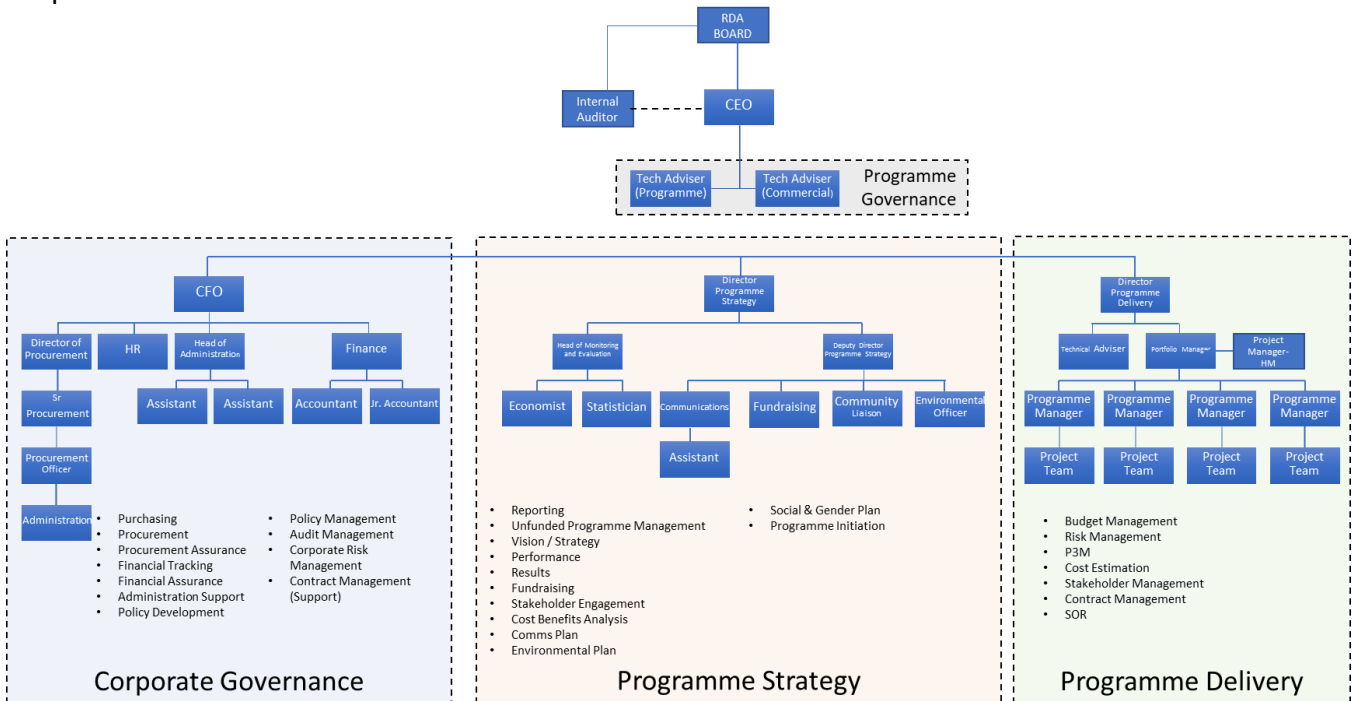


Figure 5: RDA Organisational Chart

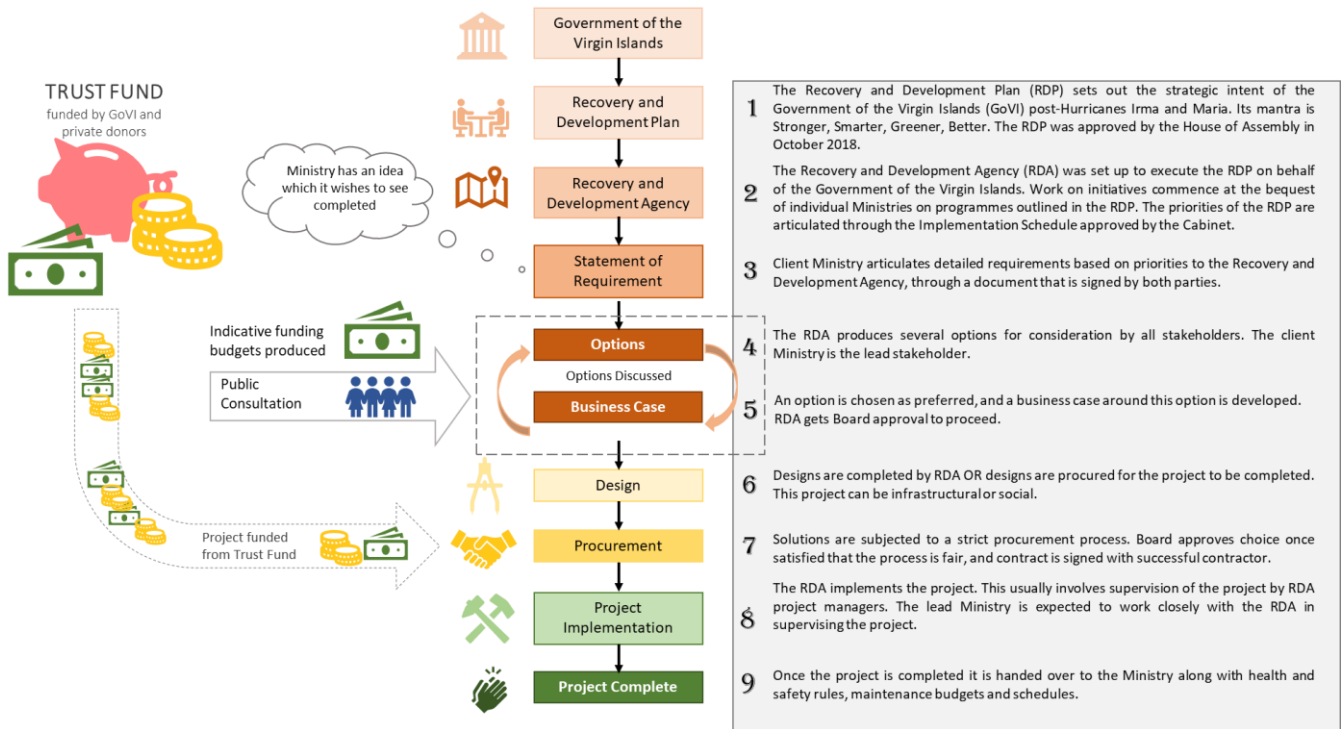
The RDA core staff team is made up of thirty-four positions, three of which remain vacant at this time. The list of positions is detailed in Annex A, which indicates that, of the thirty-one staff, sixteen are international, nine are secondees from the Government of the Virgin Islands and six are local.

11.

12.2.3 RDA Work Processes

Based on the RDA Act and draft regulations, the RDA utilizes a work flow process for its operations that is divided into seven clearly defined steps, namely: the Implementation Schedule, Statement of Requirement, Options, Business Case process, Procurement, Implementation and, finally, Handover. This process reflects international best practise in the management of projects, and it ensures the process is transparent, stakeholder engagement is maximized, procurement meets international standards and that it can be held accountable for its actions.

RDA Annual Report 2019



13.2.4 Programme Strategy Department

The programme strategy function of the RDA is delivered by the Programme Strategy Department (PSD), which is responsible for coordinating with Government on the overall Implementation Schedule to implement the Government priorities under the RDP. The Programme Strategy Department is responsible for converting the RDP into a deliverable Implementation Schedule, in accordance with the priorities set by the Government. This Schedule is then broken down into specific programmes and projects for which there will be specific business cases, and the PSD works with ministries to develop each of the business cases. The PSD is also responsible for working in partnership with Government to raise external grant funding to supplement Government funding for projects, supporting public communications and transparency on the work of the RDA and monitoring the outputs and outcomes delivered by the projects.

The Monitoring and Evaluation Team in PSD is responsible for providing expertise in monitoring to inform the design of a project or programme, to input the result components of the strategic case and all components of the economic case for each business case. Once planning is completed, the project or programme will have a fully developed results framework, with identified outcomes, outputs, activities, indicators and baselines to be able to track performance in the achievement of planned results throughout the project life cycle.

14.2.5 Corporate Governance

The Corporate Governance team of the RDA is made up of a Finance Team, a Procurement Team and an Administration Team.

The Finance Team maintains a robust system of internal controls and procedures in the management of all financial components of the RDA. This includes maintenance of all financial records and production of reports. Internal reports may be distributed to the CEO, Board and senior management to enable informed financial decisions. External reports will also be produced as required under BVI legislation to BVI Government and as specified in Memorandums of Understandings with UK Government.

The Administration Team oversees the running of the office, management of RDA assets, including vehicles, and the provision of administrative support to the RDA and the Board. This includes management of the registry and minutes of key meetings including the RDA Board meetings and ensuring the minutes are published in a timely manner.

The Procurement Team is charged with maintaining the independence and integrity of the procurement process. The overarching goal of the RDA's procurement system is to ensure that procurement activities achieve the best value for money in supporting the delivery of the goods, works and services required for recovery without compromising ethics, codes of conduct and the principles of good governance, in accordance with the Procurement Handbook.

Cabinet is responsible for approving the procurement regulations – policy and procedures which govern the RDA's procurement process while the RDA Act (No. 2018/1) gives the Board the authority to approve individual procurement contracts which comply with the Agency's policies and procedures. The RDA's procurement plans are developed in line with the Government's priorities in the RDP and the plan for future procurement for approved projects is published on the RDA's website. The optimal strategy to approach the market involves the wide dissemination of the business opportunities on local and international websites as well as notifications to contractors on the Contractor Registration and Classification System (CRCS) to ensure competitive processes and with a robust complaints procedure. The procurement policies were drafted to ensure the RDA meets international best practice and to maximize utilization of BVI firms and capacities. Tenders are evaluated and contracts are awarded to the firms which are substantially responsive to our tender documents and can deliver the best result for the lowest cost.

Over the five-year life of the Agency, the procurement strategy will focus primarily on building contractor, consultant and supplier capacities to properly respond to local, regional and international tender opportunities. The specific activities to be undertaken to achieve this objective are:

- Capacity building workshops every quarter.
- One-on-one training sessions with contractors.
- Wide dissemination of business opportunities.
- Engagement with the Contractors Association and Engineers and Architects Association.
- Increased use of Framework Agreements.
- Facilitate the timely registration in the CRCS.
- Monitor the administrative compliance of contractors (Good Standing certificates, etc.)
- Evaluation of Contractor capacities.

The RDA's procurement policies and procedures were developed to international standards and confirms with international best practice. Many contractors and suppliers in the territory are not familiar with the requirements of these procurement procedures and how to deliver projects in this context. The requirements of these policies were originally seen as complex and discouraged

participation by local firms. This initially resulted in some poor responses to some advertised opportunities by the RDA. However, through engagement and offering of training courses, the RDA has worked to build the capacity of local contractors to respond to advertised business opportunities and deliver projects to the standards expected of the RDA is of primary importance as well as benchmarking the cost of materials through the development of a cost book for the BVI to address the wide disparities in contractors' tendered rates for materials.

15.2.6 Programme Delivery Department

The Programme Delivery Department (PDD) includes planners and project managers with expertise in infrastructure, with a focus on the construction and engineering related planning functions. The first step in the project planning process is for the RDA to support the Lead Ministry (Ministry responsible for a specific project) in refining the Statement of Requirement (SOR), which is the key document for the Lead Ministry to articulate and formally sign-off on as the high-level direction for the functional needs that a project aims to address. Once the lead Ministry has signed off on the SOR, the RDA planning teams work closely with the Lead Ministry, and other project-specific external and internal stakeholders, to develop options and an outline, and then a final business case for each project or programme.

The PDD is responsible for the delivery of programmes, projects and activities in line with approved business cases. The implementation or project delivery phase commences when the tendering process for the procurement of goods, works or services is completed and when the Full Business Case (FBC) has been prepared and approved by the Board.

A Project Execution Plan (PEP) is then prepared by the Delivery Team. It is drafted during the project procurement phase and subsequently populated with the information provided in the contract pack. The purpose of the PEP is to provide a core document for the management of the project, which sets out, in a structured format, the project scope and objectives, as well as information and procedures for project implementation and for controlling, monitoring and reporting on progress.

While much of the report can be standardised, sections will be modified to meet the circumstances of each project. There should also be a summary page at the end of the report which is updated in line with the Reporting Requirements (weekly/monthly, etc.) and which addresses key matters such as progress against programme, costs against budget and estimated final account value, quality issues, health and safety issues and risk management.

Reporting on the implementation of activities and deliverables is included within the monthly project reports provided to the RDA Board and which include progress updates and predicted costs. The RDA also included project updates in the Monthly Progress Report published on the RDA website.

16. Internal Systems of Controls

The RDA was established by the Act, approved by the House of Assembly (HOA), in March 2018 and gazetted April 2018. The Act and the draft regulation provide the governance framework of the RDA, including internal and external systems of control.

17.3.1 Audit

The RDA ensures that the internal control systems effectively support the functioning of the RDA, through two separate audit functions: firstly, an internal auditor and, secondly, through regular independent external audits. The Internal Auditor (IA) is responsible for the review of the internal system of controls and procedures. The role of the IA is governed by RDA's Internal Audit Charter. The IA reports directly to the Audit and Risk Sub-Committee and the Board and to the CEO, administratively. On 19 June 2019, KPMG completed an internal audit of the RDA. The various entities, areas and activities of the RDA were audited in full and the findings informed the RDA Business Plan for further improvement and strengthening of the RDA's internal controls (summary available in Annex C).

BDO Limited was appointed as the external auditor of the RDA. The accounts of the RDA are audited, and annual Audited Financial Statements are produced for submission to the Audit and Risk Sub-Committee and the Board. Once reviewed by the Board, the audited accounts are submitted to the Government, and the Cabinet is then responsible to lay the audited accounts before the House of Assembly, at which point the audited accounts are published. The selected auditing company, BDO, also undertakes periodic audit reviews.

18.3.2 Risk Management

Risk management is the planned and systematic approach to the identification, evaluation and control of risk. The objective of risk management is to maximise value for money as well as secure the assets and reputation of the Agency. The RDA manages risk using a robust risk management framework that has a series of well-defined steps. Risk management is a continuous and developing process which runs throughout the Agency's strategies, policies and their implementation, methodically addressing all risks surrounding the organisation's activities past, present and future. The RDA has a robust risk management system, and this is monitored and reported regularly to the Board.

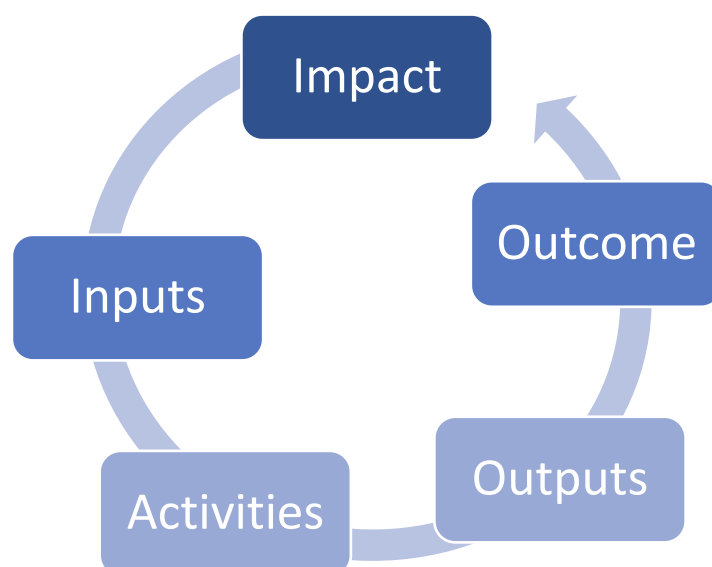
19.3.3 Monitoring and Evaluation

The Monitoring and Evaluation (M&E) function of the Recovery and Development Agency exists to research, monitor, and review activities to inform efforts to improve the RDA's programmes. A comprehensive monitoring framework is an essential tool for the RDA, as an organisation wishing to provide accountability, transparency and evidence-based decision making and learning by project managers and directors, as well as external stakeholders.

The RDA's Monitoring framework is based on a logical framework methodology, set out in Figure 6, corresponding with the results chain detailed below:

- **Input** – The financial, human, and material resources used.
- **Activity** – Specific actions or work performed.
- **Output** – The product or services which result directly from one or more activities.
- **Outcome** – The likely or achieved short-term or medium-term results directly attributable to the outputs.
- **Impact** – Longer-term effects that the outcome contributes towards achieving, and these can be direct or indirect, intended or unintended.

Figure 6: Logic Framework Methodology



In 2019, the focus for the Monitoring and Evaluation Team was to establish a robust Monitoring Results Framework for the Phase One Programme and linking this to the broader Recovery and Development Plan. The outcome indicators were designed based on the stated outcomes in the RDP, and each Phase One project was linked to these outcomes. Initial output indicators for all Phase One projects were designed with the intention that specific milestones and targets for these indicators would be set as more detailed project planning takes place.

In setting up the Results Framework for the Phase One programme, due consideration was also given to monitoring the RDP. As such, frameworks were established for the outcomes listed in the RDP, and an Indicator library was designed to house information on all relevant output and outcome indicators, including description, type, source, disaggregation, timelines and responsibility assignment for each indicator. As the RDA is assigned additional programmes and projects, the Monitoring Results Framework will expand to account for these priorities. The RDA also produces Value for Money Assessments of each project, which examine the economy, efficiency, effectiveness and equity of each project delivered by the RDA.

20. 3.4 Monthly Progress Reports

In accordance with the Virgin Islands Recovery and Development Agency Regulations, 2018, the RDA is required to produce monthly progress and performance reports. These reports are reviewed by the Premier's Office prior to being published on the RDA's website. Monthly progress and performance reports include detailed information on the current status of RDA's programmes and projects, future planning, capacity building, fundraising and communications.

21. Financial Status

In accordance with the Virgin Islands Recovery and Development Agency Act, 2018, the RDA is required to prepare audited financial statements. The independent, external Auditor of the RDA is BDO Limited. The audit was conducted in accordance with International Standards on Auditing and

the issued audit opinion concluded that the financial statements present fairly, in all material respects, the financial position of the Agency as at 31 December 2019.

During 2019, the RDA drew down from the Recovery Trust Fund an amount of \$5.1M for programme funding. This was on top of the \$0.5M drawn down from the Recovery Trust Fund in December 2018, immediately following the deposit of the first instalment from the Government of the Virgin Islands to the Recovery Trust Fund. Programme expenditure for the 2019 financial year totalled \$4.8M across twenty-eight projects.

Funding for the operations of the RDA in 2019 was provided by the Government of the Virgin Islands totalling \$1.5M (compared to \$385K in 2018) and the UK Government totalling \$2.5M (compared to \$1M in 2018). The operational budget for the RDA was \$4.8M, and expenditure performed under budget at \$3.7M for the 2019 financial year. Similarly, in 2018 the budget was \$1.8M and the RDA expenditure totalled \$706K in 2018. The RDA operations budget was set in relation to the scale of the projects the RDA was being asked to deliver under the RDP. The underperformance of expenditure to the budget for the RDA operations reflects how the RDA scaled back expenditure awaiting confirmation of additional programme funding.

22. Funding Status for Projects

Participation by private sector and non-governmental organisations is critical to a shared, sustainable recovery and development process. This encompasses fundraising and partnerships as well as regular consultation and engagement with businesses, non-governmental organisations, and individuals in the community.

The RDA received \$10,009,200 into the Recovery Fund in December 2018 from the Government of the Virgin Islands, as partial funding for the estimated \$26.4m for the Phase One Programme. In addition, the RDA, in partnership with the relevant lead ministries, raised an additional \$2,230,864 in funding from external grants, including \$1.4M from the UK Government and the remainder from other philanthropic funders based in the BVI. All contributions were concluded based on signed Deeds of Contribution to receive funds by the RDA through the Recovery Trust Fund.

Table 1: Contracted Cash Grants from External Funders

Project/Initiative	Type of Funder	Amount Contracted
AO Shirley Recreation Grounds	Private Company	\$30,000
AO Shirley Recreation Grounds	Private Company	\$75,000
AO Shirley Recreation Grounds	Private Company	\$75,000
Construction of temporary classrooms for ESHS	Private Company	\$21,204
Construction of temporary classrooms for ESHS	Private Company	\$250,000
Elmore Stoutt High School (Music Classroom)	Private Company	\$100,000
Marine Survey	Public, UK Gov	\$146,678
Repair Police Stations at Virgin Gorda	Public, UK Gov	\$339,799
Repair Public Administration Building (incl. Police Station) at JVD	Public, UK Gov	\$291,987
Special Debris Clearance	Public, UK Gov	\$563,000

Project/Initiative	Type of Funder	Amount Contracted
Special Debris Clearance	Private Company	\$42,000
Special Debris Clearance	Private Company	\$42,000
Temporary housing	Private Individual	\$24,000
Temporary housing	Private Company	\$150,000
VHF trunking network design and build	Public, UK Gov	\$80,016
Total:		\$2,230,864

The RDA works with communities, BVI firms and individuals to mobilise widespread support in the delivery of projects. The RDA, in partnership with the relevant lead ministries, has also been able to mobilise in-kind support to the delivery of projects. In-kind contributions refer to non-financial contributions including the provision of goods and services to support the implementation of the projects. The financial value of in-kind contributions towards projects has been estimated, to date, to amount to \$1,528,350.

Table 2: Estimated Value of Contracted In-kind Contributions to Projects

Project/Initiative	Type of Funder	Amount Contracted
Remove and dispose of derelict marine vessels	Private Company	\$150,000
Renewable energy projects: provision of car charging point	Private Company	\$15,000
Renewable energy projects: Solar systems for buildings	Private Company	\$20,000
Renewable energy projects: Solar roof systems for 3 public buildings	Private Company	\$40,000
Special Debris Clearance	Public, UK Gov	\$67,600
Special Debris Clearance	Public, UK Gov	\$78,000
Strengthening of Government Asset Management Capability	Public, UK Gov	\$138,750
West End Ferry Terminal	Private Individual	\$984,000
Internal Audit Support	Public, BVI Gov	\$10,000
Total:		\$1,528,350

23. Procurement Status

As of the end of 2019, a total of eighty-four contracts, with a total value of \$5.9M, were signed following a robust public procurement status. The breakdown of the geographical status (international, regional and national) of the contractors and the number and value of contracts is provided in Table 3 and Figure 7 below.

Table 3: Summary of Contracts by source and value

Supplier	Sum of Contract Price (USD)	No. Contracts
Regional	\$ 236,409.79	2
International	\$ 366,018.40	7
Local	\$ 5,332,104.32	75
Grand Total	\$ 5,934,532.51	84

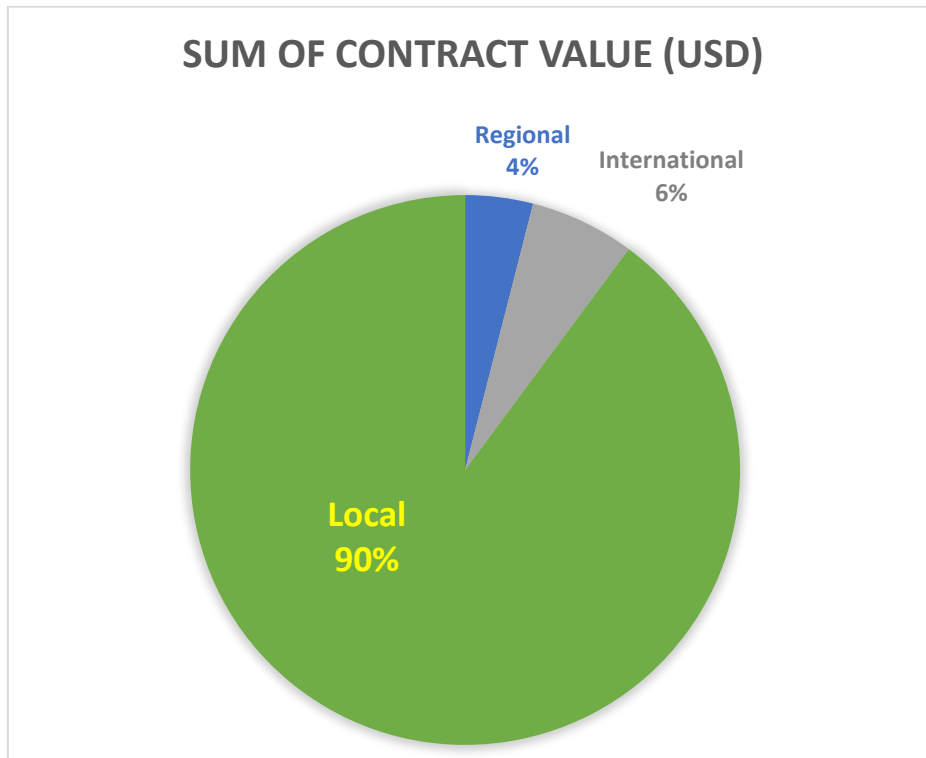


Figure 7: Contract Value by Geographical Source of Supplier

24. Project Status

As required by the RDA Act and the draft regulations, the RDA drafted the Implementation Schedule (IS), which outlines the Virgin Islands Recovery and Development Agency (RDA) schedule to complete the projects in the revised Recovery to Development Plan (RDP). Following detailed consultations and workshops with each Ministry in January 2019, the draft Implementation Schedule was presented to the Government in February 2019, which outlined several things:

- An identification of distinct programmes and projects from the RDP to be delivered by the RDA (with an approximate budget of \$580M),
- An initial schedule indicating the end and start times of these programmes and projects, and
- Estimated costs and cash flow requirements for each project.

This Implementation Schedule will be critical for the RDA in its planning activities and subsequent implementation of the parts of the Recovery and Development Plan, for which it is responsible. A revised RDP was approved by the House of Assembly on 17 October 2019, with a greater focus on recovery (with an approximate budget of \$180M). In response, the RDA developed a revised Implementation Schedule, in preparation for approval by Government in early 2020.

The delivery of projects in 2019 was limited to the Phase One Projects that the RDA had confirmed funding to deliver (\$10m Government funding and \$2.3M of external grants). Nine projects in the original plan for the Phase One Programme were cancelled during 2019, based on the direction of Government. As of the end of 2019, the RDA status of the remaining twenty-one Phase One projects to be delivered by the RDA is detailed in Table 4 below, with five projects in planning, ten in delivery,

five completed and two on hold pending availability of additional funding required to deliver these two projects (Removal and Processing of Derelict Boats and the Security and Emergency Agencies VHF Radio Project). An additional two projects (Installation of the Incinerator Scrubber and Designs for New Incinerator), were also delayed awaiting technical specifications and confirmation of the arrival dates for these two items.

Table 4: Project Status 2019

No	Project Title	Lead Ministry	Status	Progress
091	West End Ferry Terminal	PO	Planning	Initial planning on this project has progressed with Builders International, funded through an in-kind contribution from an external donor.
177	Marine Base	GG	Planning	RDA developed design options to be presented to the Deputy Governor's Office for consideration and decision.
181	Repair of Road Town Station	GG	Planning	Cost estimation for this project was completed in September. A stakeholder options meeting was held on 29 October to review the scope of work, budget, and bill of quantities.
186	Installation of incinerator scrubber	MHSD	Planning	Detailed planning awaiting confirmation of the date of arrival and technical specifications for the scrubber.
188	Designs for new incinerator	MHSD	Planning	Detailed planning awaiting confirmation of the date of arrival and technical specifications for the new incinerator.
103	Virgin Gorda Baths repairs	MNRLI	Delivery	The decking construction was completed, work underway to finalise septic tank and electrical fixtures.
136	Sea markers	MTWU	Delivery	Majority of sea markers installed and based on instructions received from Virgin Islands Shipping Registry, plans underway to relocate sea markers in Anegada.
145	Bregado Flax Junior School internal wall construction	MECYAFA	Delivery	Contractor ahead of schedule. Project is expected to be completed in early 2020.
151	Virgin Gorda Sports Complex	MECYAFA	Delivery	Work progressing and purlins recently arrived which will allow further progress in early 2020.
152	AO Shirley Grounds Phase One	MECYAFA	Delivery	Wall and gates: This activity has been completed, with all panels installed and site debris cleared on 27 November. Lighting: Procurement underway. Trackside fence: completed on 30 September. Pavilion and Grandstand: Planning underway
154	Temporary housing	MHSD	Delivery	Temporary housing on Anegada was completed on 20 December except for one electrical connection. Two domes on JVD have been installed and are now awaiting utility connections. Handover to Ministry is expected by the end of January 2020.
157	Repair to damaged homes	MHSD	Delivery	Repairs for the first home have begun. The roof has been demolished and a new ring beam has arrived.
160	Repair VG Admin Building – Waltsco Building	GG	Delivery	Deep clean of building completed in December.
187	Dismantling of old incinerator	MHSD	Delivery	The contract for dismantling of the incinerator was issued in November, and work has begun. Work is expected to be completed in early 2020.

No	Project Title	Lead Ministry	Status	Progress
189	Marine Survey	MNRLI	Delivery	Computers have arrived. Sonar and dropdown cameras as well as water quality equipment are expected to arrive in early January 2020. A stakeholder meeting was hosted to develop a ToR for technical assistance.

No.	Name	Lead Ministry	Status	Progress
108	Special Debris Clearance	MHSD	Completed	The project is complete. In June 2019, the final activity budget was reconciled, a closure report completed, and submitted to the RDA Board. The project closure report for the VG Cars activity is expected to be integrated with the previous special debris clearance donor report.
146	ESHS Demolition	MECYAFA	Completed	The closeout report for this project has been finalised. The Value for Money evaluation has been completed and the report has been published.
147	Elmore Stoutt High School	MECYAFA	Completed	The temporary modular units arrived on Tortola on 18 August and were commissioned as music classrooms for the Advent School Term in September 2019. The CTL building refurbishment project was completed and turned over to the Ministry also for the Advent School Term.
182	Virgin Gorda Police Barracks	GG	Completed	Official handover of the VG Barracks took place 5 September 2019. A project closeout has been drafted and is in circulation. Finalisation is expected to be completed and the closeout report issued in October 2019.
183	Jost Van Dyke Admin Building	GG	Completed	All works have been completed and project transferred back to GOVI. The official opening and naming ceremony for the building was held on 20 December 2019.

25. Capacity Building

The RDA submitted a draft Capacity Building Strategy to the Government on 16 April 2019. A revised Capacity Building Strategy was then submitted on 16 September 2019 to reflect the feedback received.

Contractor Capacity Building

A key component of the draft Capacity Building Strategy is to build the capacity of all contractors in the BVI, to develop the firms and to build their capacity to successfully tender for project opportunities. During 2019 the RDA held fourteen bidders' conferences² for specific project opportunities to inform potential bidders about the project to enable them to complete successful tenders. The RDA Procurement Team also offers one-on-one training sessions for contractors and feedback for



Figure 8: Contractor Workshop March 2019

² Bidder conferences were held throughout the BVI: 7 on Tortola, 3 on Jost Van Dyke and 1 on Anegada.

unsuccessful bidders. A large workshop, attended by forty-one persons, was held on 22 March 2019, to improve contractors and suppliers' capacities to effectively respond to bidding opportunities in general as well as those under projects financed by the GoVI, RDA and the CDB.

Additional capacity building events were held to build capacity of contractors in project management. This included a workshop on 7 March 2019, which was attended by 45 persons made up of contractors, project managers and other persons who had interest in the RDA opportunities. The objective of the session was to raise awareness of the RDA's project management tools and techniques, risk management and health and safety, to raise awareness of the RDAs purpose and upcoming projects.

Government Officials Capacity Building

The RDA also conducts on the job capacity building for government officials working in partnership with the RDA, learning through the development of business cases, and the planning, management and delivery of projects. The Marine Survey project also provided direct training and capacity building of officials under the Ministry of Natural Resources, Labour and Immigration and the National Parks Trust. This included a one week offshore and onshore capacity building event in June and July, led by the National Oceanography Centre, to train officials in the use of the new equipment and in conducting a comprehensive marine survey.

The RDA also held a specialist capacity building two-day workshop for senior and middle management from all the ministries, with RDA officials and a representative of the Board. The objective of the workshop was the following:

1. Participants have a greater understanding of the business case process as a cornerstone of public administration programme planning.
2. Participants develop their knowledge of project management techniques and be able to apply these in their work.

Annex A: List of RDA Positions

Table 5: List of RDA Positions

	Name	Post	Date Filled	Status
1	Paul Bayly	Chief Executive Officer	30 July 2018	International
2	Tom Lilleyman	Chief Technical Officer	1 October 2018	International
3	Neil Smith	Director of Programme Strategy	10 December 2018	Secondment
4	Anthony McMaster	Director of Programme Delivery	4 February 2019	Secondment
5	Matthew Waterfield	Deputy Director of Programme Strategy	10 December 2018	International
6	Denise Stabler	Deputy Director of Programme Delivery	17 December 2018	International
7	John Primo	Director of Procurement	3 November 2018	International
8	Christine Mohamed	Senior Procurement Officer	3 January 2019	International
9	Alicia Joseph	Procurement Officer	7 January 2019	International
10	Joceran Gichuke	Head of Technical Planning	13 November 2018	International
11	Kinisha Forbes	Head Monitoring and Evaluation	4 February 2019	Secondment
12	Christopher Coulson	Planner – Infrastructure	27 November 2018	International
13	Saskie Laing	Planner – Human Development	30 October 2018	International
14	Scherrie Griffin	Project Manager – Human Development	1 February 2019	Secondment
15	Colene Penn	Head of Communications	1 April 2019	Secondment
16	Akeema Crabbe	Senior Administration Assistant (Comms)	20 November 2018	Local
17	Wendell Ronan	Internal Auditor	12 August 2019	Secondment
18	Maxine Stewart	Head of Finance	2 January 2019	International
19	Shakiya Farrington	Junior Accountant	23 October 2018	Local
20	Natasha P. Julius	Head of Human Resources	18 March 2019	Secondment
21	Darlene Forbes	Head of Administration	10 December 2018	Secondment
22	Charles Peschardt	Programme Manager	3 July 2019	International
23	Ryan Arias Delafosse	Statistician	14 November 2018	International
24	Kishma Williams	Administration Assistant	2 July 2019	Local
25	Sean-Paul Webster	Project Manager	11 October 2018	Local
27	Aaron Mather	Project Manager	28 November 2018	Local
28	Alexandra Carvahlo-Lennard	Project Manager	4 February 2019	Local
29	Desmond Auguste	Project Manager	18 March 2019	International
30	Sergio Dantas	Project Manager	28 November 2018	International
31	Travis Watson	Project Manager	25 March 2019	International
32		Economist	Vacant	n/a
33		Accountant	Vacant	n/a
34		Administration Assistant	Vacant	n/a

Annex B: Statement of Financial Position (summary)

As at December 31, 2019
(Expressed in United States Dollars)

	2019 \$	2018 \$
ASSETS		
Non-current assets		
Property and equipment, net	788,104	86,149
Total non-current assets	788,104	86,149
Current assets		
Other receivable	-	467,474
Prepayments and deposits	135,456	-
Fixed deposit	10,040	-
Cash and cash equivalents	2,622,220	1,767,069
Total current assets	2,767,716	2,234,543
TOTAL ASSETS	3,555,820	2,320,692
LIABILITIES		
Non-current liabilities		
Lease financing	294,618	374,319
Lease liability	75,069	-
Total non-current liabilities	369,687	374,319
Current liabilities		
Trade and other payables	326,783	100,676
Lease financing	79,705	75,078
Lease liability	162,343	-
Total current liabilities	568,831	175,754
TOTAL LIABILITIES	938,518	550,073
Reserve		
Unrestricted	1,069,960	750,083
Restricted	1,547,342	1,020,536
TOTAL RESERVES	2,617,302	1,770,619
TOTAL LIABILITIES AND RESERVES	3,555,820	2,320,692

Annex C: Audit Risk Register

LEVEL OF ASSURANCE SCALE

Level	Description	
STRONG	Very confident that controls in place mitigate risk and are operating effectively	
MODERATE	Confident that controls are in place but uncertain whether they are operating at a level to fully mitigate the risk	
UNCERTAIN	Either not confident that controls are currently in place or controls are not operating effectively at this time	
Risk Sub-Category	Functional Area	Post-Audit Assurance
Bank Reconciliation	Finance	STRONG
Journal Entries	Finance	MODERATE
Revenue Incoming Funds	Finance	MODERATE
Deposits: Recording in the General Ledger	Finance	STRONG
Revenue Recognition Policy	Finance	STRONG
Accounting Records	Finance	STRONG
Maintenance of Fixed Assets Records	Finance	STRONG
Budget	Finance	MODERATE
Small Expenditure	Finance	STRONG
Utilization of Operation funds	Finance	MODERATE
Establish and Implement Accounting Policies and Procedures	Finance	STRONG
AML/Due Diligence Procedures	Finance	MODERATE
Financial Reporting	Finance	MODERATE
Payroll	Finance	MODERATE
Tender Opening	Procurement	STRONG
Pre-qualification of Tenders	Procurement	MODERATE
Evaluation and Comparison of Tenders	Procurement	UNCERTAIN
Registration of Tenders	Procurement	MODERATE
Project Budget/ Pre-Tender Estimate	Procurement	MODERATE
Technical Evaluation	Procurement	UNCERTAIN
Tender Security	Procurement	MODERATE
Examination of Tenders	Procurement	MODERATE
Procurement Policy	Procurement	STRONG
Method of Procurement	Procurement	STRONG
Award of Contract	Procurement	STRONG
Type of Contract	Procurement	STRONG
Comprehensive Listing of contracts	Procurement	STRONG
Tender Box	Procurement	STRONG
Delegated Authority	Procurement	STRONG
Access Rules Definition	Information Technology	MODERATE
Access Administration	Information Technology	MODERATE
Access Rule Modification	Information Technology	MODERATE
Information Security Policy	Information Technology	MODERATE
Access Periodic Review	Information Technology	MODERATE
Establishment and Implementation of Policies and Procedures	Information Technology	MODERATE