



Annual Report 2020



**GOVERNMENT OF THE
VIRGIN ISLANDS**
Premier's Office



**VIRGIN ISLANDS
RECOVERY AND
DEVELOPMENT AGENCY**

APPENDIX I

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
HOA	House of Assembly
IA	Internal Auditor
M&E	Monitoring and Evaluation
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

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Executive Summary

With multiple projects reaching the implementation stage, after finally completing the necessary preparatory work, the Virgin Islands Recovery and Development Agency had an active year in 2020. In this environment, the RDA was able to provide much needed repair and replacement of several key areas of the infrastructure, including Government administration buildings, schools, roads, and retaining wall structures.

The training programmes that were developed and delivered by the RDA in the previous year, made significant changes in the level of competitiveness amongst individual contractors. Several of them grew in sophistication and size because of their training and successes in winning contracts managed by the RDA.

The RDA also forged a closer relationship with client Ministries, with whom it worked with. Special focus was placed on ensuring that messaging from within central Government and the RDA, were aligned and timed carefully whenever making publications on the same subject.

It is expected that the RDA will continue to play a vital role in the continual strengthening of the public infrastructure improvements of which it has been assigned. Also, it is expected that the RDA takes the lead in making good progress in fine tuning its internal processes and improving its efficacy as an institution, which should be felt and appreciated in the lives of the visitors and residents of the BVI, now and in the years to come.

Chairman of the Board's Statement

It is a privilege to share 2020's active year throughout this report. The objectives that were set out and mandated to the Agency were well strategized, planned and delivered during the year based on available resources, which added to the success stories of the RDA.

The Members of the Board along with the Ag. CEO worked diligently to ensure that the goals mapped out were completed in a timely manner. The recovery of the Virgin Islands continues to take place in a way that respects the customs and the environment that we all cherish, and that which makes the Virgin Islands unique.

For the projects that were planned and delivered, we commend all the efforts placed into them through the help of sponsors, government, and the determined work done by the RDA. The same vigor, and even more, will be continued as we aim for the recovery and refurbishment of many projects that has been identified in the Territory.

The Board continues to discuss and support the best way forward for the Agency's accomplishment. In every decision made, the Board remains in sync with processes that actively cultivates a culture of ethical conduct and sets the values in which the RDA will operate in as it progresses.

On behalf of the Members of the Board, we wish to thank the community for trusting our ability to carry out the RDA's Act of 2018; as it continues to guide the Agency and its projects through to implementation.

Sincerely,

Dr. Robert Mathavious

Chairman of the Board

VI Recovery and Development Agency



Acting Chief Executive Officer's Statement



It is an interesting time to be presenting the RDA's 2020 Annual Report. Before taking on this role, it was quite apparent how vital an agency like the RDA was in the rebuilding of Territory. Even more so, since starting the role of Ag. CEO, it has become increasingly clear that the Agency is an attractive sector which bring about significant changes and highlights opportunities within the Virgin Islands.

In 2020, the RDA continued to work with various stakeholders, Ministries, and Government Departments, to ensure the restoration of damaged infrastructures throughout the Territory. We were able to bring to completion eight (8) projects depicted at (Table 5) and remain active with other developments in the planning and delivery stages. Some key projects that persons can look forward to in the upcoming year are:

1. Redevelopment of Elmore Stoutt High School
2. Rehabilitation of Jost Van Dyke Primary School
3. Rehabilitation of Attorney General's & Judges Residence
4. Virgin Gorda Sports Complex
5. AO Shirley Grounds Phase One

Though responsible for the overall success of the Agency, it cannot be accomplished without the well synergised team here at the RDA. We all have committed to the mission, which is very much worth working towards, to meet the objectives of the Agency.

I take this time to thank all our donors, stakeholders, and government agencies, for helping to make the role of the Agency successful. We look forward to the year 2021 and all that would be accomplished.

Best regards,

Anthony McMaster (Mr.)

Acting CEO

VI Recovery and Development Agency

The Virgin Islands Recovery and Development Agency

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 Island's 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.

- RDA was formed to support the Government in executing the plans identified in its Recovery and Development Plan.
- The priorities are set by Government. RDA then plans, procures, and executes, adding technical expertise to ensure the projects are implemented effectively and efficiently.
- By supporting Government to deliver the recovery plans, RDA is safeguarding the local economy and setting the stage for its continued growth.

The RDA by statute has a limited lifespan of five years that is extendable to seven years.

Mission Statement

A professional organization 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 realize the vision of the Recovery to Development Plan (RDP).

Our Values

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

Objectives

Central to the RDA's mandate in supporting the Government of the Virgin Islands in its recovery and Development effort are four principles on which demonstrates the core of the RDA strategic and operational efforts, by doing things Stronger, Smarter, Greener and Better.

Stronger

A commitment to improving resilience, in infrastructure, policy and systems.

Smarter

To become more efficient and effective, by using less resources to achieve more.

Greener

The protection of the environment is central to our future as a human race and thus central to any development must be the protection and nurturing of our natural environment and the organism that live in it, whether it be on the land, in the sea, or in the air.

Better

A firm commitment to promoting a better today than yesterday, and a better tomorrow than today.

Accountability

As a statutory body of the Government of the Virgin Islands, it is important that the RDA is accountable to the Ministry to which it is directly responsible (the Premiers Office), the Government of the Virgin Islands, and to the people of the Virgin Islands as a whole, in addition to the host of its other stakeholders, ranging from contributors to the Recovery and development process and the community in the BVI at large. In ensuring that it meets these commitments the RDA is required by statute to report regularly to its stakeholders. It meets these mandates by submitting fortnightly, monthly, and quarterly reports to the Government of the Virgin Island, reports regularly to the financial contributors for the various programmes it manages and implements and maintains a website that is updated regularly with the activities being undertaken by the RDA.

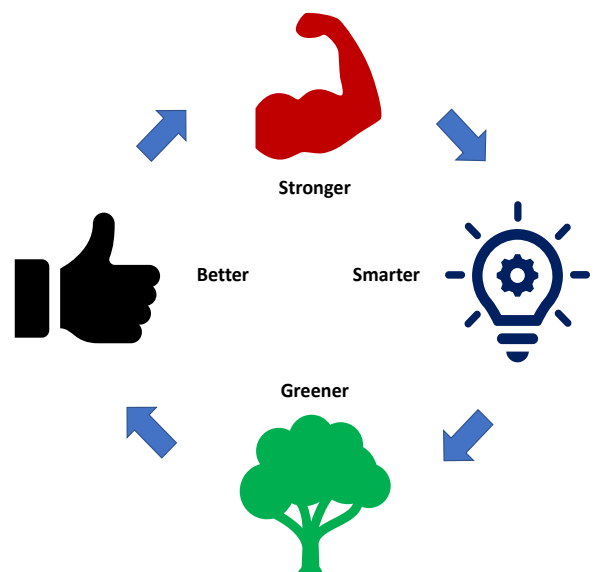
In addition to ensuring the reports are submitted regularly, the RDA has an internal review process that seeks to promote the accuracy and consistency of the information being conveyed.

Integrity

To maintain the trust of the stakeholders, the RDA has placed the highest value on the integrity of its employees and internal and external processes that promotes this. These expectations have created a culture within the organisation that discourages low ethical standards. All management and staff are required to meet the highest levels of integrity.

Value for Money

The RDA's existence is based on the premise that it will provide value for money to its stakeholders. This is not confined to the cost of doing business but is based on the quality of



work that is provided by the RDA and the soundness of the advice that is provided to its stakeholders, its ability to solve difficult problems, and the confidence that its existence and mode of operation is provided to all current and future stakeholders. Based on the feedback that is received from the Government of the Virgin Islands and the analysis of the media monitoring done by the RDA, its activities over its lifespan have served to inspire the confidence of the Government of the Virgin Islands and the BVI Public. This is demonstrated by remarks from officers, ministerial representatives of central government, and the increasingly positive comments given by individuals on social media.

Additionally, the RDA has a well-developed value for money framework that evaluates every project that the RDA completes; it analytically determines the extent to which the RDA can improve the execution of its programmes and projects. These reports are not classified as graded reports, whereby a score is given, but are expected to be used by the RDA to identify where problems exist and to develop methods to alleviate potential issues in the future. Using these solutions will improve the project implementation processes of the RDA and eventually the Government of the Virgin Islands.

Governance

The RDA is governed by a Board whose responsibilities are specified in the Virgin Islands Recovery and Development Agency Act 2018. Monthly meetings are scheduled by the Board and continual communication between the Board and the CEO allows for the Board to supervise the RDA closely.

An integral part of the Board's supervision lies in the internal audit's function. Internal audit analyzes the practices of the management and staff of the RDA against what is expected by the Act by which the RDA is governed in addition to what is established as good managerial practices.

Structure of the Virgin Islands Recovery and Development Agency

Board of Directors



Chairman
Mr. Robert
Mathavious



**Deputy Chairman/
Representative of Civil
Society**
Mr. Clarence Faulkner



**Sister Islands
Representative**
Mr. Gregory George



**Representative of the
Governor**
Ms. Maria Mays



**United Kingdom
Government
Representative**
Dr. David Hancock



Youth representative
Ms. Shane Rhymer



**Representative of
Private
Sector/Governor's
Representative**
Mr. Clyde Lettsome



Ex Officio Member
Anthony McMaster



Donor Representative
Vacant

Sub-Committees

- Executive Sub-committee
 - Clarence Faulkner, Chair
 - Robert Mathavious, Member
 - Maria Mays, Member
 - Anthony McMaster, CEO and Member
- Human Resources Sub-committee
 - Shane Rhymer, Chair
 - Gregory George, Member
 - Anthony McMaster, CEO and Member
 - Clyde Lettsome, Member
- Audit and Risk Sub-committee
 - David Hancock, Chair
 - Maria Mays, Member
 - Clyde Lettsome, Member
 - CFO

Agency Team

(See appendix 1 for organizational chart)

Senior Management Team

The Senior Management Team at the Recovery and Development Agency is comprised of the following individuals:



RDA Processes

The RDA has a preestablished process for interacting with external stakeholders. See Figure 1 below:

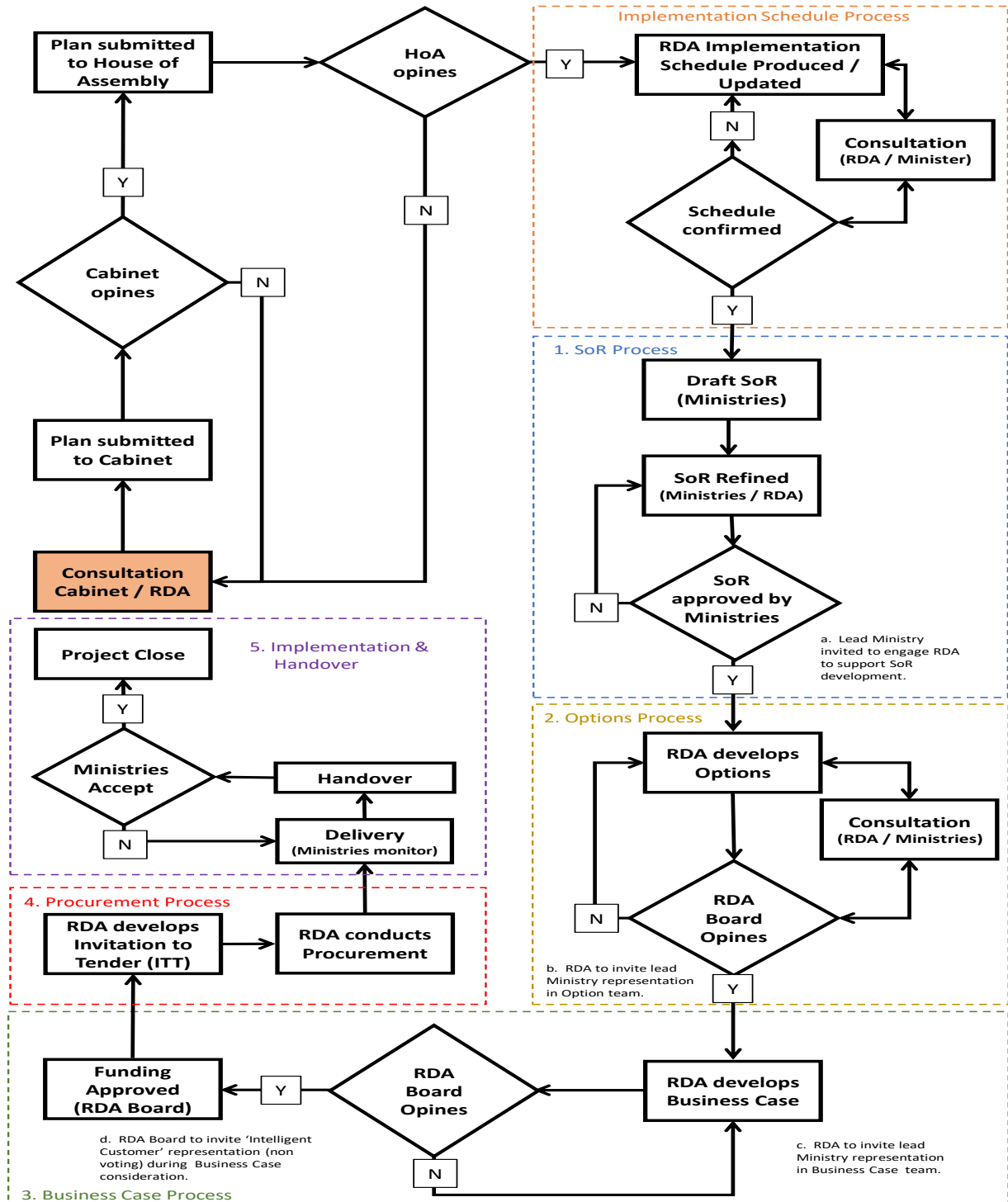


Figure 1: RDA external processes

The processes illustrated below give a high-level view of the internal processes that take place by the RDA when executing a programme of project. (See Figure 2 below)

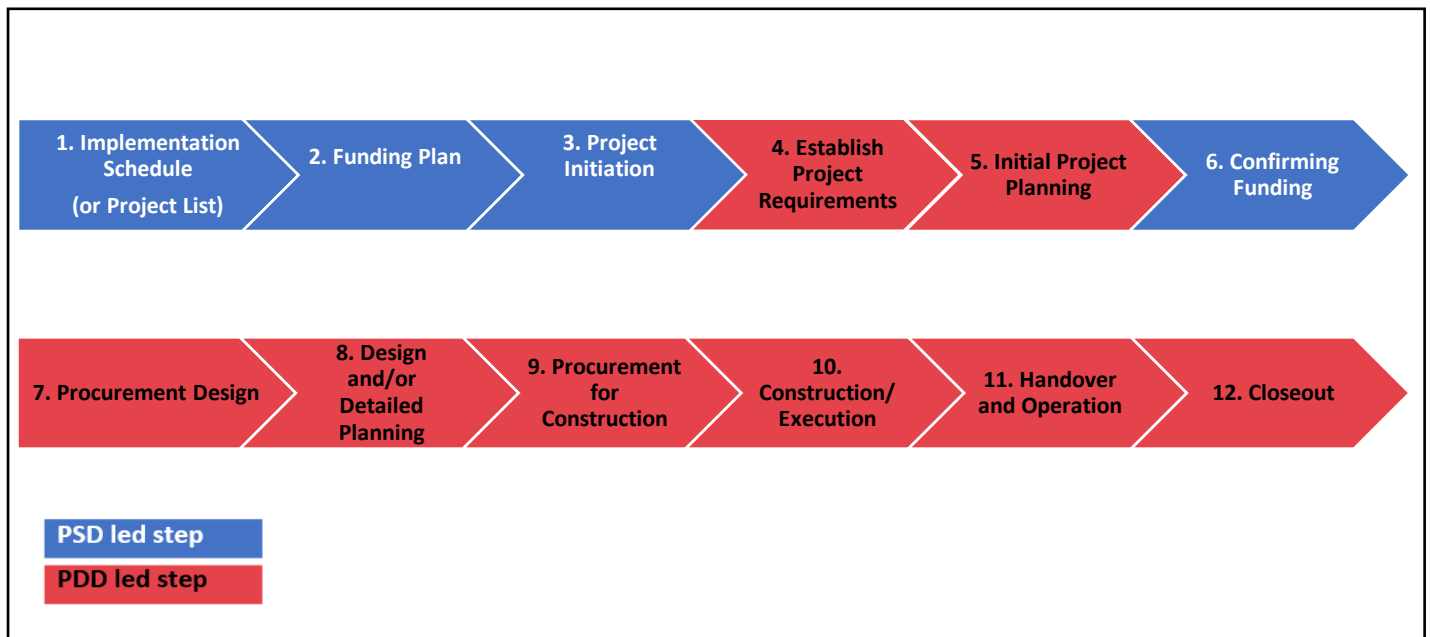


Figure 2: Internal Processes

Programme Strategy

Strategy

The RDA values efficiency and effectiveness in its efforts. To this end, every programme and project that comes to the RDA is analyzed in the context of the Recovery and Development Plan, user requirements are documented, and funding is identified before the project begins. The Strategy function of the RDA is responsible for this along with the monitoring and evaluation of the programmes and projects as they are executed.

The Strategy Team is responsible for the clear articulation and funding of the programmes and projects carried out by the RDA. To do this, Strategy is often the first point of contact with the technical team of the RDA and ensures that a clear articulation of the client's requirements is agreed on, funding is pursued and committed to, and that the activities going forward are properly coordinated. The process of monitoring and evaluating the extent to which the programmes and projects meet the strategic objectives of the Recovery and Development Plan (RDP), are assessed and stakeholders are engaged on an individual and strategic level to ensure that the transparency and accountability standards with commitments are met.

Communications

Several major achievements were experienced on the Communications frontier in 2020, which included a number of firsts for the RDA. Communications, for the first time was able to utilise the Government of the Virgin Islands' Facebook platform to live stream RDA's contract signing ceremonies which resulted in an increased widespread coverage and project visibility for the Agency. This deliverable had the dual effect of building the public's confidence, as it symbolized visually, a solid public partnership between the Agency and the Government. Integral to ensuring public recognition of this partnership, the RDA and the Government of the Virgin Islands ensures that their messaging regarding any matter is always synchronized.

Adding to the noteworthy accomplishments, in 2020, Communications raised the profile of the RDA and was able to secure the presence of and receive congratulatory remarks from the Premier of the Virgin Islands and the Minister of Finance, Honourable Andrew A. Fahie at our contract signing ceremonies.

The Premier's presence complimented that of His Excellency the Governor, Deputy Governor, Government Ministers, House of Assembly Members and Permanent Secretaries in attendance to the signing ceremonies organised by Communications.

Having public contract signings with the Premier of the Virgin Islands and the RDA's CEO, through live streaming (which was also shared across several online platforms), coupled with a united front from them both for the first time was indeed noteworthy. This significant event demonstrated a real commitment by the RDA, public support by the Government, and expanded our reach and visibility which paved the foundation for our newfound success.

Figure 3: Premier of the Virgin Islands and Governor at contract Signings broadcasted live



Visually, our graphics and video content production increased by demonstrating enhanced creativity using stories and imagery to shape the RDA's narrative. This is evident through the heightened social media traffic and the engagement with our online community. Our media monitoring mechanism was introduced capturing the local monthly coverage of the agency on mediums such as radio ads, flyers, and online methods including the RDA's website, which maintained RDA's presence.

Communications will continue to work with team RDA to forge partnerships, amplify our message, build awareness, document, preserve and showcase the RDA's story, from theory to execution. Media engagement, reputation management, and partnerships, maintains integrity and build collaborations with internal and external audiences.

MEDIA MONITORING

Active listening by the RDA is important in determining the needs of its stakeholders. The RDA accomplishes this by monitoring and analyzing the media platforms utilised in the territory and farther, to improve its communication strategies and interventions to better serve and inform its stakeholders. This has had a profound effect on the profile that the RDA developed in 2020.

DATE	HEADLINE	SYNOPSIS	SOURCE	PERCEPTION
1-May-20	Repairs to Flax Administration Building	GIS Live Stream Contract Signing for the Repairs to the Flax Administration Building	GIS	Positive
1-May-20	Contract Signed To Rebuild The Flax Admin Building On Virgin Gorda	GIS issued Press Release on the \$1.2 million dollar contract signed by Metro Construction which will be implemented by the DGO and supported by the RDA	GIS	Positive
1-May-20	Repairs to Bregado Flax Educational Center	GIS Live Stream Contract Signing for the Repairs to the Bregado Flax Educational Center	GIS	Positive
1-May-20	Contract Signed For Third Phase Of Bregado Flax Educational Centre Repairs	GIS issued Press Release on the \$1.7 million dollar contract signed by the Government of the Virgin Islands, the RDA and Quality Construction.	GIS	Positive
1-May-20	RDA signs \$2.9m in contracts for BFEC and admin building on Virgin Gorda	The BVI Beacon reported on the two contracts signed for BFEC and admin building on Virgin Gorda	Beacon	Positive
2-May-20	Two repair contracts signed Construction works to commence on VG in weeks	BVI News reported two contracts signs for works in VG, The Flax Admin Building and the BFEC. They also mentioned the the 9th District Rep was very pleased the works that is about to take place and commend RDA Acting CEO.	BVI News	Positive
2-May-20	Quality Construction Contracted For \$1.7M Third Phase Of BFEC Works	\$1.7M to completely rebuild Blocks 2 and 4 of the BFEC.	BVI Platinum	Positive
2-May-20	Metro Construction Inks \$1.2M Contract For VG Admin Complex	BVI Platinum reported on The \$1.2 million dollar contract implemented by the Deputy Governor's Office with support from the Recovery and Development Agency (RDA) which is funded by the Government of the Virgin Islands through the Caribbean Development Bank's Recovery and	BVI Platinum	Positive
4-May-20	RDA to issue 19 contracts, inject \$40M in projects territory-wide	BVI News reports on RDA Acting CEO remarks where he mentioned that the agency is gearing up to issue nearly 20 contracts that will "inject roughly \$40 million in projects over the next 18 to 24 months".	BVI News	Positive
4-May-20	RDA To Pump \$40M Through Projects	BVI Platinum reported on the remarks made by RDA Acting CEO where he stated that employment opportunities in the construction industry are expected to takeoff as plans are underway to issue close to 20 contracts at the cost of \$40 million	BVI Platinum	Positive
4-May-20	Is the RDA still relevant? A financial burden? - Many believe the RDA has become 'useless' since heavily paid former CEO dubbed a failure left	VINO reported on a proposed letter from His Excellency the Governor to the RDA board that has been leaked. According the VINO the letter contained information regarding the duration of UK funding to the RDA and now proposing whether the RDA is a financial burden. They also made mention of former CEO as a failure, Preferential wages for UK expats and Local staff feeling disrespected and threatened.	VINO	Negative

5-May-20	RDA forges ahead with their recovery efforts despite COVID-19	projects on VG Repairs to Flax Admin Building and BFEC	284 Media	Positive
5-May-20	Repairs to North Sound Administration Building	GIS Live Stream Contract Signing for North Sound Administration Building	GIS	Positive
5-May-20	Statement by Honourable Andrew A. Fahie, Premier and Minister of Finance at the contract signing ceremony for repair works tot he North Sound Administration Building, Virgin Gorda, 5th May 2020	GIS Stream Premier remarks at the contract signing for the repairs to North sound Admin Building.The Premier stressed how pleased he was that a BVI island is heading the Agency and know that he is capable to lead the recovery.	GIS	Positive
5-May-20	Remarks by Anthony McMaster Interim Chief, Executive Officer, RDA at the contract signing ceremony for repair works tot he North Sound Administration Building, Virgin Gorda, 5th May 2020	GIS streamed remarks by RDA CEO at the contract signing for the North Sound Administration Building. Mr. McMaster mentioned the \$40 million infrastructure investments that will be spare headed by the agency and the building capacity training that will be held on Virgin Gorda the following week.	GIS	Positive
6-May-20	Third public contract for repair works on VG signed within days	BVI News reported on statement made by Ninth Electoral District Rep regarding how pleased he was that with in five days a third contract was being signed concerning a sister island. They also mentioned remarks made by the Premier where he expressed how pleased he was as well.	BVI News	Positive
6-May-20	Contracts inked for 3 projects on Virgin Gorda	BVI Beacon News contracts worth a total of \$3.5 million were signed with Virgin Islands firms over the past week to repair a school and two administration buildings on Virgin Gorda that were damaged by Hurricane Irma in 2017.	Beacon	Positive
6-May-20	North Sound Administration Building To Be Rebuilt	contract awarded to Quality Construction Limited which will be implemented by the DGO and supported by the RDA	GIS	Positive
6-May-20	3 contracts in 5 days: little VG got attention - Premier Fahie - \$625,400 contract signed for rehabilitation of John E. George Administration Building in North	VINO reported on \$625,400 contract signed for rehabilitation of North Sound Admin Building which is the third contract signed concerning VG. Both Ninth District Rep and Premier are very pleased.	VINO	Positive
7-May-20	RDA inks \$2.5M-contract for the restoration of water infrastructure in First District	BVI News reported on the \$2.5 million contract awarded to Autland Heavy Equipment Limited from the RDA for the rehabilitation and upgrade of the Carrot Bay and West End infrastructure.	BVI News	Positive
7-May-20	Carrot Bay, Zion Hill water systems to be repaired	BVI News reported the contract signed by Autland Heavy Equipment worth \$2.5 million to repair the Carrot Bay and Zion Hill water system.	Beacon	Positive
7-May-20	Quality Construction Inks Another RDA Contract	Platinum News reported on the \$625,400 contract was awarded to Quality Construction Limited for the North Sound Public Administration Building on VG	BVI Platinum	Positive
7-May-20	CONTRACT SIGNING FOR THE REHABILITATION AND UPGRADE OF THE CARROT BAY AND WEST END WATER INFRASTRUCTURE	GIS streamed contract signing for the Carrot Bay and Zion Hill Reservoir and Metering System	GIS	Positive
7-May-20	Statement by Premier and Minister of Finance Hon. Andrew A Fahie at the Contract Signing for the Carrot Bay and Zion Hill Reservoirs and Metering System	GIS Streamed Premier's remarks at the contract signing for Carrot Bay and Zion Hill Reservoir and Metering System. He stated how pleased he was that works were on the way although the COVID-19 pandemic has put a halt on the territory.	GIS	Positive
8-May-20	Acting RDA CEO tasked to employ strict conditions when issuing public contracts	BVI News reported on statement made by the Premier and Minister for Finance Andrew Fahie tasking RDA to ensure that measures are put in place to guarantee accountability while issuing contracts. He also mentioned that with the border closed, the BVI residents will be able to prove that they can rebuild without the need of outside help.	BVI News	Positive
8-May-20	Premier: Set Strict Conditions So Others Won't Police Us	BVI Platinum reported on Premier and Minister Finance Andrew Fahie calling on the RDA to set severe conditions to ensure accountability.	BVI Platinum	Positive
12-May-20	Open to tender Little Dix Hill Road to be rehabilitated	BVI News reported on the new Tender opportunity for the Rehabilitation on the Little Dix Hill Road in East. They also mention in their new post the bidding requirements and the submission deadline which is the 29 June at 10 am	BVI News	Positive
12-May-20	Local contractors urged to attend RDA's capacity building workshops	BVI News reported on a statement made by the RDA CEO where he urges local contractors to attend RDA building capacity workshop which he stated is designed to better equip contractors with the required knowledge need to become a highly competitive bidder when pursuing a tendered project.	BVI News	Positive
15-May-20	Hope and Sabbath Hill to undergo rehabilitation, slope stabilization Project open for tender	BVI News report on road rehabilitation project which is being rolled out and is now open for tender to local contractors.	BVI News	Positive
26-May-20	Road and slopes in Ballast Bay, Baughers Bay areas to be rehabilitated	BVI News reported on RDA Tender Notices for the slop stabilisation and road rehabilitation project that is being extended to Ballast Bay and above Bob Gas Station in Baugher's Bay which is funded through CDB \$65 million loan to the Government	BVI News	Positive
26-May-20	\$1.7M Repair Works Start On VG School	BVI Platinum News reported on the repair works that have commenced on the third phase of BFEC on VG. They also mention the commence ceremony that was held on 26 May on the school's campus for the Construction for buildings 2,3 and administrative wing of the School.	BVI Platinum	Positive

WEBSITE ANALYSIS



Monitoring and Evaluation

In 2020, the Monitoring and Evaluation (M&E) Team at the RDA was able to further entrench its function by helping to ensure that results are central to the RDA’s efforts, through incorporation of the M&E and Value for Money (VfM) Frameworks within the SharePoint administration, launch of the VfM Dashboard on the Agency’s website, and continued preparation and publication of VfM evaluations for completed projects.

Integrating M&E in SharePoint

In 2020, the M&E Team worked with the Agency’s Information Management (IM) Consultant to integrate the M&E and VfM Frameworks within the Agency’s new IM system built in SharePoint, named ProMIS (Project Management Information System). As such, with a few clicks, project managers and other internal stakeholders have ready access to the monitoring and evaluation indicators and assessments for all projects undertaken by the RDA, using project codes. The screen grab below demonstrates the M&E Framework as integrated in SharePoint:

Figure 4

M&E Framework: Output and Outcome Indicators

The Monitoring and Evaluation Results Framework brings together the expected and achieved results of our projects, capturing outcome statements, and output and outcome indicators for each project. Below, you can select any project using its code (Dropdown menu) to see what overarching outcome it contributes to, and the output and outcome indicators that we are tracking to demonstrate project progress.

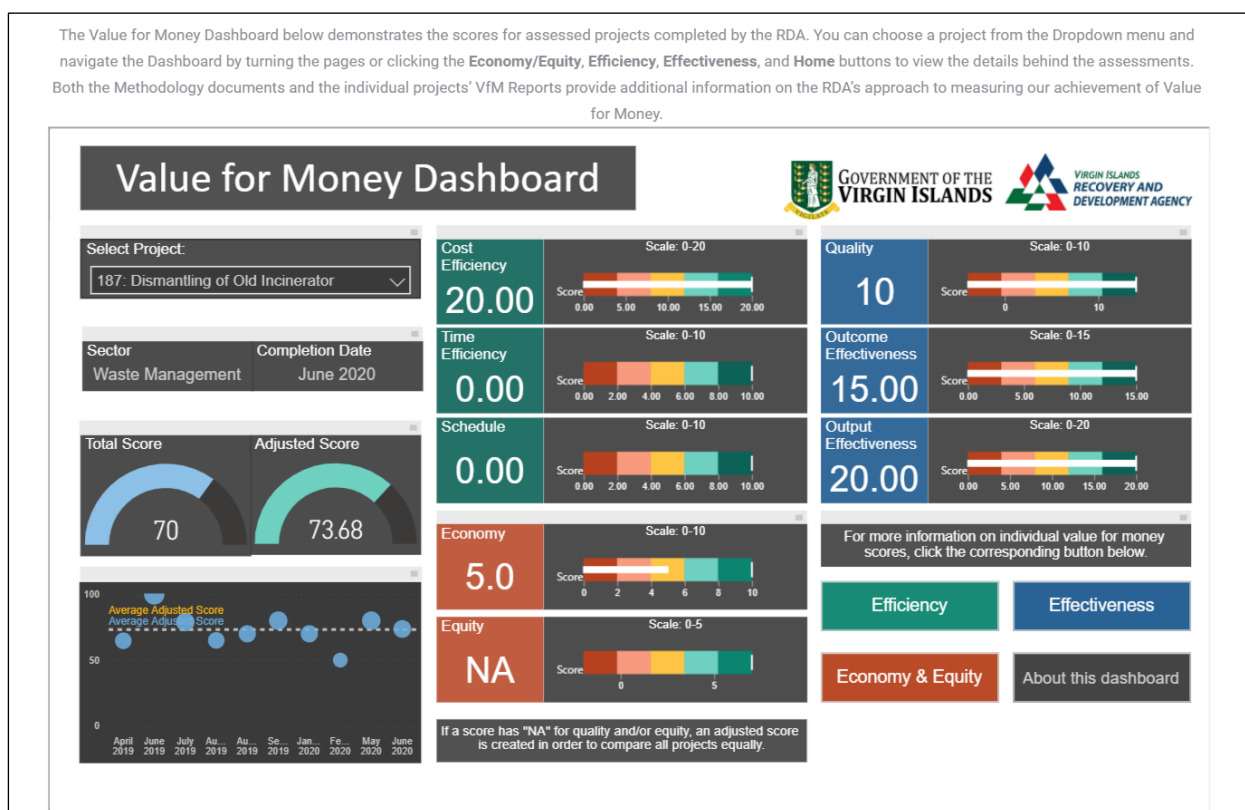
During project implementation, indicators serve the purpose of aiding managers to assess project progress and highlighting areas for possible improvement. In this case, when indicators are measured against project targets, managers are able to measure and thus monitor progress towards goals, informing corrective measures, where necessary.

Output Indicators		Baseline	Planned	Achieved	Planned	Achieved	Planned	Achieved
SEC.OP.01.00	Number of police facilities repaired/refurbished	Dec-18	Dec-19	Jun-21	Dec-21			
		-	3	2	5	3	5	
SEC.OP.05.00	Gender segregated facilities facilitating male and female officer deployment	Dec-18	Sep-19					
		-	100	100	-	-	-	-
SEC.OP.08.00	Smoke detectors and fire alarms to improve safety (0 - No; 100 - Yes)	Dec-18	Sep-19					
		-	100	100	-	-	-	-
Outcome Indicators		Baseline	Planned	Achieved	Planned	Achieved	Planned	Achieved
SEC.OC.07.00	Proportion of police facilities equipped with modern facilities to meet needs	Dec-18	Dec-19	Dec-20	Dec-21			
		33	75	78	95	44	100	
SEC.OC.03.00	Number of crimes reported, by type and age group of offender	Dec-18	Dec-19	Dec-20	Dec-21			
		1,102	1,100	1,120	1,050	1,066	1,000	

Dashboard

The Value for Money Dashboard, developed by the M&E Team in 2020, presents an interactive review of all VfM assessments conducted on completed projects, demonstrating scores for Economy, Efficiency, Effectiveness and Equity of projects. These scores are determined based on the VfM methodology developed by the M&E Team in 2019. It evaluates a project’s demonstrated performance against budget, schedule and results targets and benchmarks. In 2020, the VfM Dashboard was developed using Microsoft PowerBI, and was launched on the Agency’s website. The screen grab below demonstrates the VfM Dashboard as displayed on the website:

Figure 5: Value for Money Dashboard



With publication of this Dashboard and the VfM Methodology on the Agency's website, the public has access to performance evaluations on projects completed by the RDA. This includes how well projects have been able to deliver against expected budgets and schedules, as well as cost and time benchmarks, and anticipated results. Publication of the VfM Dashboard demonstrates the Agency's commitment to transparency and continuous learning in delivering results for the people of the Virgin Islands.

Reports

The M&E Team consistently generated the RDA's Monthly Reports in 2020 as well as VfM Reports for completed projects. Specifically in 2020, six (6) VfM assessments and reports were conducted for completed projects. These reports, as published on the website, and their corresponding VfM scores are listed below:

Table 1: VfM report done

147.02	ESHS CTL Improvements	August 2019	70/100	ESHS CTL Improvements VfM Report
147.01	ESHS Temporary Classrooms	September 2019	80/100	ESHS Temporary Classrooms VfM Report
157	Repair Damaged Homes to	January 2020	70/100	Repair to Damaged Homes VfM Report

154	Temporary Homes	March 2020	50/100	Temporary Homes VfM Report
136	Sea Markers	June 2020	80/100	Sea Markers VfM Report
187	Incinerator Dismantling	June 2020	73.7/100	Incinerator Dismantling VfM Report

Looking Ahead

Going forward into 2021, as well as carrying out regular functions of monitoring and evaluating projects delivered by the RDA, the M&E Team will also seek to work more closely with Central Government Ministries, Departments and Agencies in further developing an appreciation for and focus on results. In particular, the M&E Team will seek to demonstrate how monitoring and reporting on outcome results and whether initiatives are able to deliver intended benefits can assist lesson-learning and programme and project design within the broader public service, thus strengthening important linkages between implementation and planning.

Funding

As of December 2020, the total funding (Government of Virgin Islands and external grants) available for projects stood at \$57.1 million. This is made up of \$53.9 million from the Government of the Virgin Islands (CDB Recovery and Rehabilitation Loan and treasury). The remaining \$3.2 million came from external grant sources (FCDO, NGOs and private individuals or companies). This is broken down by source of funding for all fully contracted financing in the Table 2 below. The full breakdown of each contribution from each individual funder, including both external grants, FCDO and the Government of the Virgin Islands (including CDB loan funding) is detailed in Appendix III.

Table 2 - Grants

	Financial Institution	GoVI	UKG	NGO/NPO	Private Individual	Private Company	Grand Total
Contracted	\$43,886,597.46	\$10,079,200	\$2,128,879	\$858,260	\$24,000	\$163,204	\$57,140,140.46

In addition to the cash contributions to projects, occasionally, supporters of RDA projects provide in-kind support to projects, including community inputs and in-kind goods or services to support the delivery of RDA projects. The monetary value of these in-kind contributions has been estimated to quantify these inputs in comparable terms, the breakdown of the monetary value of these in-kind contributions is detailed in the table below.

Table 3: Contracted Contributions – Monetary Value

	GoVI	UKG	NGO/NPO	Private Company	Grand Total
Contracted	\$10,000	\$284,350	\$605,000	\$250,000	\$1,149,350

Procurement

The procurement guidelines of the RDA are meant to promote the transparency and fairness in the procurement processes of the RDA, in addition to facilitating increased capacity in the locally based companies and individuals with who it does business with, in the Virgin Islands community. As a result, several workshops have been conducted and where possible, contractors are provided with support during project execution that is meant to improve the capacity of the individuals in the company and the company as a going concern.

Achievements/Major highlights in 2020

Following is a summary of the projects committed to by the RDA as at the end of 2020.

Table 4: Contracts Committed for Projects as at 31-Dec-2020

Contracts/POs	Contract Price (USD)	Qty of Contracts
<i>RDA Commitments:</i>		
CDB Projects	\$ 13,743,754.97	18
RDP Projects & others	\$ 7,382,446.08	55
Purchase Orders	\$ 456,606.22	62
Total RDA Commitments:	\$ 21,582,807.27	135
Commitments Novated to RDA	\$ 1,904,820.00	7
Grand Total	\$ 23,487,627.27	142

Table 5: Contracts Committed for Projects by Location as at 31-Dec-2020

Location	Contract Value Distribution (USD)	Percentage of Distribution
International	\$1,278,050.58	5.44%
Local	\$20,982,032.81	89.33%
Regional	\$1,227,543.88	5.23%
Grand Total	\$23,487,627.27	100.00%

Figure 6: Contracts Committed



Programme Delivery

Programme delivery is the team that leads the efforts after the programme has been fully integrated into the RDA. At this point, all other functions in the RDA supports the efforts of the Programme Delivery team, who manages all the activities concerning the projects in question until the hand over. The achievements illustrated in the table in the later part of this report, outlines the work that is currently being spear-headed by Programme delivery team.

Internal System of Controls

Regulations

In order to uphold the highest level of transparency, it is necessary for regulations that are subsidiary to the governing legislation of the RDA to be produced and adhered to on more discriminate matters that gives RDA closer guidance in its operations, and in its interactions with its stakeholders. The RDA has had draft regulations ready for approval by the Government since 2018. Unfortunately, to date, the RDA has not been able to secure official notifications on the approval of these regulations and the expectation is that at the earliest appropriate time, such will be received. As an interim measure, the RDA continues to rely heavily on its Internal Audit function to ensure that its policies and operations remain consistent with the essence of the Virgin Islands Recovery and Development Act 2018, without the interpretation of the relevant regulations to interpret it.

Internal Audit

This report has been summarized below. All the concerns found by the Internal Auditor was discussed with the Management Team and actions were taken. Most concerns were addressed adequately by the Management Team, while others required further work. The following table (Post Assurance) illustrates.

The following table provides post audit assurances for the past two years (2019 & 2020):

Table 6 - POST AUDIT ASSURANCE

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 Audit Area	Sub-Category/	Functional Area	Post-Audit Assurance	
			Prior-Year 2019	2020
Bank Reconciliation		Finance	STRONG	STRONG
Journal Entries		Finance	MODERATE	STRONG
Revenue Incoming Funds		Finance	MODERATE	
Deposits: Recording in the General Ledger		Finance	STRONG	STRONG
Revenue Recognition Policy		Finance	STRONG	STRONG
Accounting Records		Finance	STRONG	STRONG
Maintenance of Fixed Assets Records		Finance	STRONG	
Budget		Finance	MODERATE	
Small Expenditure		Finance	STRONG	STRONG
Utilization of Operation funds		Finance	MODERATE	
Establish and Implement Accounting Policies and Procedures		Finance	STRONG	STRONG
AML/Due Diligence Procedures		Finance	MODERATE	
Financial Reporting		Finance	MODERATE	
Payroll		Finance	MODERATE	
Payments Disbursement		Finance		STRONG
Tender Opening		Procurement		STRONG
Pre-qualification of Tenders		Procurement	MODERATE	
Evaluation and Comparison of Tenders		Procurement	UNCERTAIN	MODERATE
Contractor Registration and Evaluation		Procurement	MODERATE	MODERATE
Project Budget/ Pre-Tender Estimate		Procurement	MODERATE	STRONG
Technical Evaluation		Procurement	UNCERTAIN	MODERATE

Risk Audit Area	Sub-Category/	Functional Area	Prior-Year	Post-Audit Assurance
			2019	2020
Tender Security		Procurement	MODERATE	
Examination of Tenders		Procurement	MODERATE	MODERATE
Procurement Policy		Procurement	STRONG	STRONG
Method of Procurement		Procurement	STRONG	STRONG
Award of Contract		Procurement	STRONG	STRONG
Type of Contract		Procurement	STRONG	STRONG
Comprehensive Listing of contracts		Procurement	STRONG	STRONG
Tender Box		Procurement	STRONG	STRONG
Delegated Authority		Procurement	STRONG	
Purchase Requisition		Procurement		STRONG
Purchase Orders		Procurement		STRONG
Tender Evaluation Matrices		Procurement		MODERATE
Technical Evaluation Report		Procurement		MODERATE
Award of Contract		Procurement		STRONG
Project Management Report		Programme Delivery		MODERATE
Construction Supervision		Programme Delivery		MODERATE
Payments Certification & Approval		Programme Delivery		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	

Resolution of Audit Findings

1. 67 items have been progressed to completion; 0 items remain open and are being progressed; 2 items required no action. **[Period:2019-2020]**
2. 5 items were accepted with the risk of taking no action by the process owner. **[Period: 2020]**

External Audit

BDO Limited, is engaged as the independent, external auditors of the Agency. BDO Limited, a BVI Business Company, is a member of BDO International Limited, a United Kingdom company and forms part of the international BDO network of independent member firms.

The annual audit engagement was conducted for the financial year which ended 31st December 2020, in accordance with International Standards on Auditing (ISAs). The Auditors comprehensively reviewed the financial statements, accounting policies and system of governance for the accompanying financial statements.

The issued audit opinion determined that the financial statements present fairly, in all material respects, the financial position of the Agency as of 31st December 2020, and its cash flows for the year ended in accordance with International Financial Reporting Standards (IFRSs).

At the RDA's 49th Board meeting, the Auditors presented the audited financial statements and their respective findings to the Board. Approval of the audited financial statements by the RDA Board was granted on 02nd June 2021.

The 2020 Audit Report opinion is attached in **Appendix II**.

Risk Management

To manage effectively, the RDA uses a risk management approach to promote the effective use of its resources to ensure that potential problems are identified, managed and if possible, reduced before they become issues. This enables the RDA to sensitize relevant stakeholders as to the concerns to which particular attention should be paid, to proactively take actions to ensure that the risks identified remains manageable and if possible, their severity reduced through proactive calculated action, and finally, if increased authority needs to be sought and brought to bear to maintain manageability of the risk, to provide a platform for such concern to be discussed and the appropriate responsibilities transferred.

Due to the time sensitive, no failure option and often high-profile nature of the projects that the RDA undertakes on behalf of the Government of the Virgin Islands, and the fact that the RDA itself is, it must be subjected to the highest levels of scrutiny and risk management which is a critical component of the day-to-day operations of the RDA and is given special attention by each of the senior managers in the RDA. Discussions are also discussed regularly at the management meetings.

In its processes, risks are on a scale that goes between Very Low to Very high, based on an assessment of various factors (Financial, Reputational, Outputs, Health and Safety, Environmental). Most oftentimes, risks identified are manageable within levels of severity that are not cause for escalation to the Board's level for consideration. However, towards the end of 2020, the RDA had several risks which it considered critical. They are:

1. Board members' tenures were about to expire in April 2021, and reappointments had not yet been discussed. Expiration of tenures beyond the allowable three-month

extension would cause the RDA to face possible winding up due to non-compliance with its enabling legislation.

2. Refined scope of Eslyn Henley Building has been redefined with implications for increased funding that had not been identified yet.
3. Refined scope of Magistrates Court had resulted in the Halls of Justice, a function of significantly increased complexity and purpose, with a new estimated budget outside of the scope of the funding envelopes available to the RDA for this purpose.
4. No approval was received for implementation schedule at yet; thus, not having official cabinet approval to commence with project.

These risks are monitored continuously by the Board of Directors and where appropriate instructions are given to the Agency or actions taken.

Reporting Obligations to Central Government and the Public

The RDA has several reports to which it is obligated to its main stakeholders to produce regularly. These are:

1. Monthly Reports of the activities of the RDA in the respective month. Published on the RDA's website monthly.
2. Monthly monitoring reports to the Ministry of Finance; obligation created via Memorandum of Understanding signed between the Ministry of Finance, Government of the United Kingdom, and the RDA.
3. Annual Report.

These are submitted as per the requirements of each, and where possible published on the RDA's website. Except for the current Annual Report, which was delayed because of a prolonged audit date precipitated by the inconveniences of COVID 19, to date the RDA has met all its reporting obligations.

Achievements of the RDA (2020)

The RDA's mandate is simply to execute the Recovery and Development Plan (RDP) of the Government of the Virgin Islands. In the pursuit of this mandate, 2020 was a busy one for the RDA with quite a few projects being started and completed. The following tables summarize this work.

Table 7: Currently in Planning Phase

Project ID	Project Name	Lead Ministry	Status
122	Redevelopment of Elmore Stoutt High School	Education, Culture, Youth Affairs, Fisheries & Agriculture	Statement of Requirement completed and signed and design work on the project began in earnest. Several stakeholder meetings were held.
177	Marine Base	Governor's Group	The work on the Boat rack and Fencing at the Marine base began, after the selection of contractors for the construction of the Boat Rack and fencing respectively. Detailed drawings were to be produced by the first quart of 2021
541	Rehabilitation of Jost Van Dyke Primary School	Education, Culture, Youth Affairs, Fisheries & Agriculture	An updated SoR, reflecting the school's location at a new site, has been signed off by the Ministry. Central Government signed a contract for design works for the school at the new site.
660	Expanded Sewerage	Transportation, Works & Utilities	A procurement strategy is being finalized, as well as specific location reviews, and procurement documentation reviews. Earlier in the year, in September, the inception report was completed and submitted to the Ministry for review.

Table 8: Projects currently in the Procurement Phase

Project ID	Project Name	Lead Ministry	Status
143	Anegada Recreation Grounds	Education, Culture, Youth affairs, Fisheries & Agriculture	A bidders' conference was held in Anegada in November, after which tenders submissions were received in December and reviewed.
163	Repair Anegada Administration Building & Police Station	Governor's Group	Tender returns were evaluated, and an evaluation report was prepared in November, leading to recommendation for award of contract in December. Contract signing is scheduled to take place in January 2021.
193	Attorney General's & Judges Residence Rehabilitation	Governor's Group	A contractor was chosen as a result of the procurement process, and contract signing is scheduled to take place in January 2021.

Table 9: Projects in the Delivery Phase

Project ID	Name	Lead Ministry	Status
151	Virgin Gorda Sports Complex	Education, Culture, Youth Affairs, Fisheries & Agriculture	This project required additional activities before it could be completed, including restroom facilities, a rubberized surface on one of the courts and construction of equipment foundations and installation. Work scheduled to be completed by mid-second quarter of 2021
152	AO Shirley Grounds Phase One	Education, Culture, Youth Affairs, Fisheries & Agriculture	Grandstand: The grandstand was opened and put into use. Lighting: Preliminary work for lighting foundations were done Pavilion: Discussion are being held with the Recreation Trust to determine specifications for building that will be submitted to the ministry for approval.

Project ID	Name	Lead Ministry	Status
181	Repair of Road Town Police Station	Governor's Group	Additional funds have been allocated to this project for tiling of the Accounts section of the station. This project is scheduled to be completed within the first quarter of 2021.
189	Marine Survey	Natural Resources, Labour & Immigration	<p>Much of this project involved the provision of training and equipment to assist with field work in a marine environment in the Ministry of Natural Resources. Computers arrived on 30th December 2019; water quality equipment was delivered on 9th January 2021 and Ferritech equipment was received. Equipment was handed over to the Ministry on 7th February 2020.</p> <p>As of June, the close out report for completed activities has been finalised and a follow up meeting is being held between UK NOC and MNRLI.</p> <p>The team is currently reviewing the feasibility of remote stakeholder engagements as well as possibly applying for further funding.</p>

Table 10: Completed Projects

Project ID	Name	Lead Ministry	Status
103	Virgin Gorda Baths	Natural Resources, Labour & Immigration	The project was completed with Maynard Construction on 22 January 2020. The handover certificate was signed off on 6 May.
108	Special Debris Clearance	Health & Social Development	The project was completed, a final activity budget was reconciled, and a closure report completed.
136	Sea markers	Transportation, Works & Utilities	The final sea markers were installed on 12 th May, finalising this project. The Shipping Registry (VISR) has formally signed off this

Project ID	Name	Lead Ministry	Status
			project as complete. A VfM report for this project has been completed and published.
145	Bregado Flax Junior School Improvements	Education, Culture, Youth Affairs, Fisheries & Agriculture	The main works were completed in early January, with a variation to the contract issued which was completed on 27 th January. All works were completed in August 2020
146	ESHS Demolition	Education, Culture, Youth Affairs, Fisheries & Agriculture	The project was completed, and close out reports and value for money reports issued.
154	Temporary housing	Health & Social Development	This project was handed back to the Ministry on 3 rd March 2020. There is one home that still requires utility connections on Tortola. A VfM Report for this project has been completed and published.
157	Repair to damaged homes	Health & Social Development	Repairs for the first home on Virgin Gorda have been completed. A VfM Report for this project has been completed and published.
187	Dismantling of old incinerator	Health and Social Development	Removal of the incinerator is complete. All other works on the site were completed on 29 th May. A close out report has been drafted and finalised.

Table 11: Projects on Hold

Project ID	Name	Lead Ministry	Status
133	Removal of derelict boats	Natural Resources, Labour & Immigration	For the Nanny Cay pilot for this project, the final bins of fiberglass have been removed from the Paraquita Bay site to the Waste Management site in Pockwood Pond. Given expiry of the tender validity period for this project in mid-November 2019, this project has been placed on-hold.

179	VHF network analysis and build	Governor's Group	This project is currently on hold.
186 & 188	Installation of incinerator scrubber	Health and Social Development	Agreement with MHSD for the RDA to move this project forward. Technical details of the incinerator to be reviewed once detailed plans provided by MHSD. There have been difficulties in getting responses from the manufacturer.

Projects Funded by the Caribbean Development Bank

Several projects that are part of the Caribbean Development Bank (CDB) Programme, funded by the Rehabilitation and Reconstruction Loan (RRL) have been handed over to the RDA for implementation in conjunction with Central Government. This section contains reports on their progress.

Table 12: Projects Currently in Planning Phase

Project ID	Project Name	Lead Ministry	Status
060	Magistrates Court	Governor's Group	This project has grown from merely a Magistrates Court to a Halls of Justice Complex. Discussions are currently undergoing with the major stakeholders to come to a final agreement on specifications so that a final design can be completed.
083	Eslyn Henley Richez Learning Centre	Education, Culture, Youth Affairs, Fisheries & Agriculture	The Ministry has confirmed agreement with the recommended option presented in the final Inception Report, and the consulting firm has been instructed to proceed with the preliminary design based on the recommended option. The revised schedule and preliminary design were submitted in December.
091	West End Ferry Terminal	Premier's Office	CDB's no objection for procurement of the Consultant to oversee the project was received in November, allowing for four firms to proceed to RFP. A Bidders' Conference was held on 30 th November

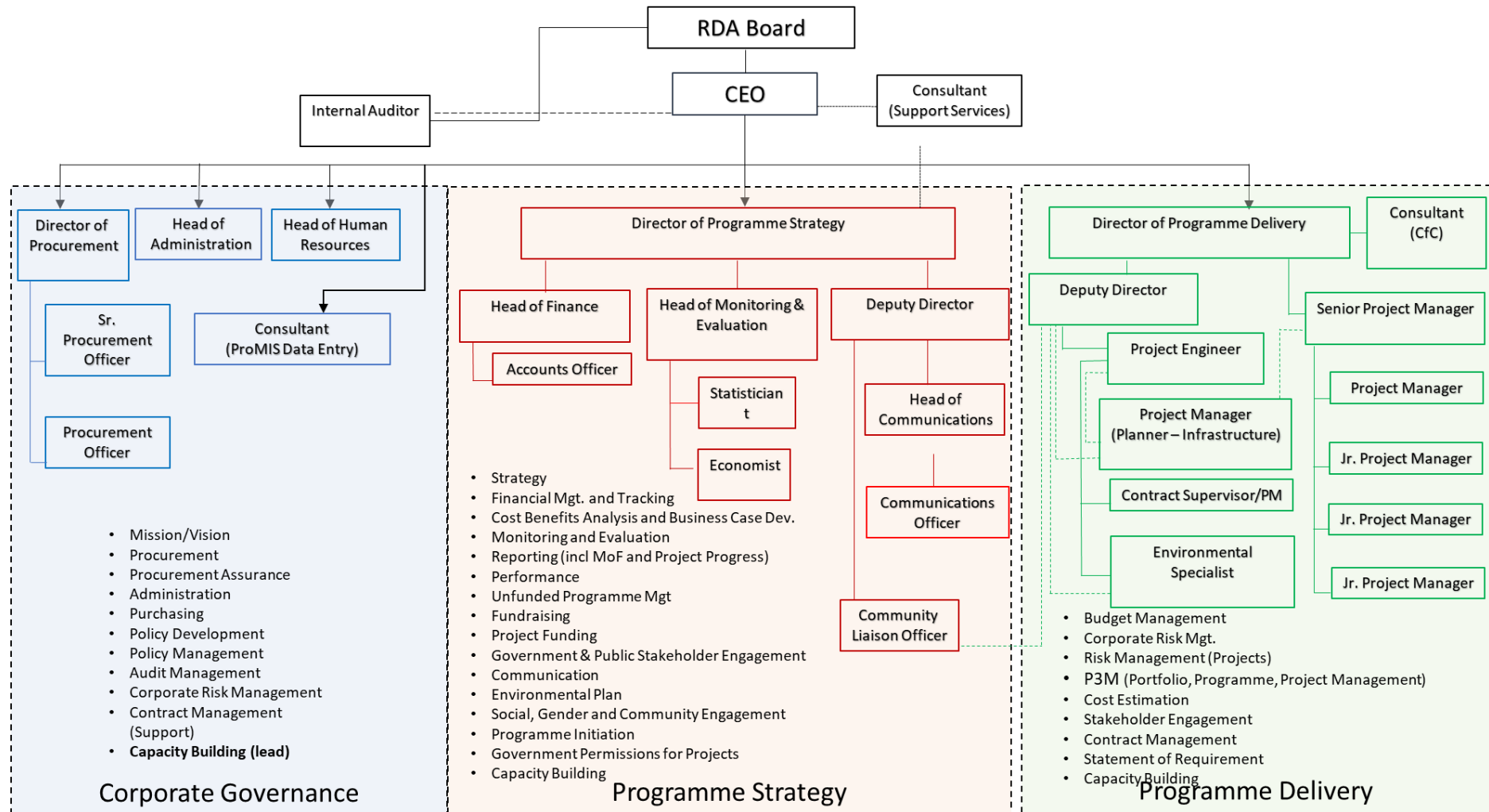
			and tender returns are due on 22 nd January 2021.
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Table 13: Projects Currently in the Delivery Phase

Project ID	Project Name	Lead Ministry	Status
086	Bregado Flax Education Centre	Education, Culture, Youth Affairs, Fisheries & Agriculture	With proposed variations to the contract reviewed and approved, site visits in December determined that a few design changes will be necessary, for which advice from the architect was sought.
140	Reservoirs and Metering	Transportation, Works & Utilities	<p>Autland Construction is proceeding with site work on two sites.</p> <p>Carrot Bay and Long Bush Reservoir sites are underway with minor delays. Projects are expected to be completed by mid-2021.</p> <p>Zion Hill site: Construction on this site will commence on the completion of the Carrot Bay Reservoir site to ensure that residents being served on the western section of the island will not be without water supply.</p>
180	Roads, Slopes, and Coastal Defences	Transportation, Works & Utilities	<p>Work on the Great Mountain 1 and 2, Hope to Sabbath Hill, and Ballast Bay/Windy Hill sites continued in December. In December, work also commenced on the Bob's Gas Station and Little Dix Hill sites.</p> <p>Traffic management plans for all sites have been approved and are being implemented, with regular updates to the public on diversions and other impacts.</p> <p>The final two packages for this project – Long Trench and Fish Bay - will be initiated once the preceding works are completed, to ensure adequate levels of traffic flow</p>

Project ID	Project Name	Lead Ministry	Status
			into and out of Road Town are maintained.
200	Other Government Buildings	Transportation, Works & Utilities	<p>The North Sound project has been completed and handed over to the DG's Office. An Opening Ceremony is expected to take place in early 2021.</p> <p>Work continues on the Flax and Vanterpool, Government administration buildings; they are slated for completion by the second quarter of 2021.</p>

APPENDIX I





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Independent Auditor's Report

Virgin Islands Recovery and Development Agency
Tortola, British Virgin Islands

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Virgin Islands Recovery and Development Agency (the "Agency"), which comprise of the statement of financial position as at December 31, 2020, and the statement of comprehensive income, statement of changes in reserves and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Agency as at December 31, 2020, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards ("IFRSs").

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing ("ISAs"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Agency in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

The Board is responsible for the preparation and fair presentation of the financial statements in accordance with IFRSs, and for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the Agency's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intends to liquidate the Agency or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Agency's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Tortola, British Virgin Islands
July 2, 2021

APPENDIX III: List of all financial donors up to December 2020

Funder Type	Organisation	Project	Offer Value
NGO/NPO	Unite BVI	Construct Temporary classrooms for ESHS	\$250,000.00
NGO/NPO	Unite BVI	Temporary Housing (M&E for 15 Houses)	\$150,000.00
NGO/NPO	Unite BVI	Special Debris Clearance	\$42,000.00
NGO/NPO	Unite BVI	Special Debris Clearance	\$42,000.00
NGO/NPO	Unite BVI	Recreation Facility on Anegada	\$140,000.00
NGO/NPO	Unite BVI	Recreation Facility on Virgin Gorda	\$50,000.00
NGO/NPO	Unite BVI	Elmore Stoutt High School (Music Instruments)	\$4,260.00
Private Company	Maples Group	Elmore Stoutt High School (Music Instruments)	\$12,500.00
Private Company	BVI Professional Firms	Construct Temporary classrooms for ESHS	\$21,204.00
NGO/NPO	BVIOC	AO Shirley Grounds Repairs	\$75,000.00
NGO/NPO	BVIOC	AO Shirley Grounds Repairs	\$75,000.00
NGO/NPO	BVIAA	AO Shirley Grounds Repairs	\$30,000.00
Private Individual	Richard May	Temporary Housing (M&E for 15 Houses)	\$24,000.00
Private Company	Maples Group	Elmore Stoutt High School (Music Classroom)	\$100,000.00
UKG	FCO	Special Debris Clearance	\$562,949.00
UKG	FCO	Repair Police Stations at Virgin Gorda	\$339,799.00
UKG	FCO	Repair Public Administration Building (inc. Police Station) at JVD	\$291,987.00
UKG	FCO	Marine Survey	\$146,678.00
UKG	FCO	VHF trunking network Design and Build	\$79,966.00
GoVI	Government of the Virgin Islands	Phase One Programme and Seed Funding RDP	\$10,009,200.00
Financial Institution	Caribbean Development Bank	CDB Funded Projects	\$43,886,597.46
Private Company	Sensations Ferry	Bregado Flax Temporary Classroom Refurbishment	\$500.00
Private Company	Sea It Clear	Bregado Flax Temporary Classroom Refurbishment	\$500.00
Private Company	Mr. Nice Guy	Bregado Flax Temporary Classroom Refurbishment	\$500.00
UKG	FCDO	Road Town Police Station	\$70,000.00
UKG	FCDO	Halls of Justice - Phase 1 Magistrates Court (Planning)	\$187,500.00
GoVI	Government of the Virgin Islands	Road Town Police Station	\$70,000.00
Private Company	Maples Group	Elmore Stoutt High School (Music Instruments)	\$28,000.00
UKG	FCDO	Marine Base	\$450,000.00
TOTAL			\$57,140,140.46