

20
22

2022
ANNUAL
REPORT



GOVERNMENT OF THE
VIRGIN ISLANDS



VIRGIN ISLANDS
**RECOVERY AND
DEVELOPMENT AGENCY**



Build BVI **Stronger** | **Smarter** | **Greener** | **Better.**



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EXECUTIVE SUMMARY

The year 2022 marked the fifth year for the RDA in executing our three-pronged mandate to implement projects, raise funding, and build capacity in the Virgin Islands in an effective and efficient manner. During the year, the RDA successfully completed twelve (12) activities across eight (8) distinct projects. These completed project interventions have positively benefited six subsectors within four sectors in the Territory, namely, Education, Recreation, Roads, Government Buildings & Systems, Security and Safety for All, and Renewable Energy.

The standout project for 2022 was the completion of the new buildings at the Elmore Stoutt High School (ESHS) campus. This phase of the broader Redevelopment programme has been the largest project implemented, to date, by the Agency. The construction phase of this project was completed in record time, from April to November 2022. Completion of this project has enabled resumption of full-day learning for secondary school students of ESHS and has meant improved teaching and learning conditions for approximately 1,400 students and 150 staff of the Territory's largest secondary school.

The year 2022 also saw completion of the A. Jeffrey Caines Sports Arena on Virgin Gorda, the basketball court on Anegada, the CDB-RRL funded Roads' programme culminating with completion of the Fish Bay drainage, road rehabilitation and asphaltting works, Estate House #1, Road Town and Virgin Gorda Police Stations additional repairs, and Renewable Energy installations at two primary schools. These capital investments have meant improved access to recreational facilities and the ability to host regional and international sporting events, as well as improved road conditions and decreased reliance on fossil fuels.

In total, at the end of December 2022, the RDA had invested a grand total of \$42.8 million in the Virgin Islands through fixed capital expansion across various sectors of our economy and society. In 2022 specifically, the RDA signed contracts valuing a total of \$21.04 million, and invested a total of \$18.29 million through implementation of capital development projects.

In terms of funding, at the end of 2022, the RDA had confirmed cash funding amounting to \$57.91 million, with the vast majority of these funds coming from the Government of the Virgin Islands (\$53.63 million), and the remaining amounts from the UK's Foreign, Commonwealth and Development Office (\$3.19 million) and non-governmental organisations, private companies and individuals (\$1.08 million).

The year 2022 also saw an additional four (4) interns engaged with the RDA across project management, strategy, environmental and communications fields. Over the life of the Agency, these internship opportunities have availed a total of seventeen (17) young people with valuable work experiences and insights into public investment management in the Virgin Islands context.

At the same time, the RDA held two (2) procurement workshops in 2022, continuing to build contractors' capacity. These, the twelfth and thirteenth workshops presented by the RDA, have been aimed at improving compliance of bids submitted and preparing contractors to prepare successful bids within local and regional frameworks.

The RDA's work to deliver on its three mandates has translated to capital projects delivered to the people of the Virgin Islands on behalf of the Government of the Virgin Islands, increased funding towards capital investment in the Territory, and enhanced availability of human development opportunities through internships and contractor training workshops. Looking forward into 2023 and beyond, with the RDA's lifespan having recently been extended at least to the end of 2025, we anticipate being given expanded opportunities to continue delivering for the people of the Virgin Islands, in partnership with and on behalf of the Government of the Virgin Islands.





Chairman's STATEMENT

What a productive year, 2022, with the Virgin Islands Recovery and Development Agency.

With the defined mandate being implemented through professional and prolific means, the Agency was able to deliver \$18.29 million worth of projects for the continued development of the Territory.

The synergy between the Board of Directors and the Chief Executive Officer produced diligent work and operations, in accordance with the established policies and procedures, within and from the Agency.

For the projects that were planned and delivered, we commend all the efforts placed into them through the help of our sponsors, government, and the determined work done by the RDA. Our flagship project thus far, Elmore Stoutt High School, was built in record time and the Board of Directors were extremely proud of this

accomplishment. The same enthusiasm, and even more, will be sustained as we aim for the recovery and refurbishment of many projects that has been identified throughout the Territory.

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

Ronnie W. Skelton, CEng, MIEE (Mr.)
Chairman of the Board



CEO's

STATEMENT

It is certainly a privilege to present the 2022 Annual Report for the Virgin Islands Recovery and Development Agency.

The Agency is quite an alluring implementation sector that influences substantial shifts and underscores opportunities within the beautiful Virgin Islands.

The fiscal year 2022 resulted in RDA's committed works with stakeholders, ministries, governmental entities, and donors to safeguard the development and recovery of damaged structures throughout the Territory. The Agency is pleased about all the projects completed during this year, especially the Elmore Stoutt High School, which has been marked as the Agency's Flagship Project to date. Some other proud accomplishments are as follows:

- Handover of the Flax Administration Building
- Handover of the Vanterpool Administration Building

- Commissioning of the Solar Facility on Jost Van Dyke's Clinic
- Completion of Estate House One (Judge's Residence)
- Fish Bay Road Rehabilitation
- Handover of Anthonie Jeffery Caines Sports Arena

In addition to these accomplishments, capacity building through various workshops with contractors and the continuation of our Internship Programme remains a priority for the Agency.

With all said, these successes could not be made whole without the

collaboration of the entire team at the Virgin Islands Recovery and Development Agency.

Our obligation to the mandate motivates us to press on towards remarkable transformation within the Virgin Islands. The RDA's Team will continue into 2023 with vigour and motivation toward building stronger partnerships, collaborating with key stakeholders and the BVI community, while delivering the government's mandate.

We extend our sincerest appreciation to our donors, stakeholders, and government agencies, for supporting the achievements of the Agency in the year 2022.

Anthony McMaster (Mr.)

Chief Executive Officer

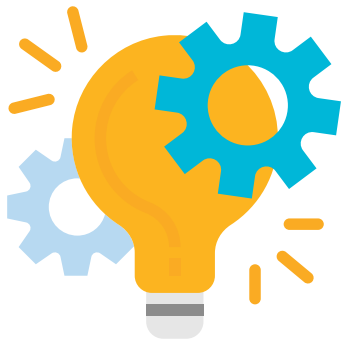
OVERVIEW

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 the Virgin Islands legislation (Virgin Islands Recovery and Development Act, 2018), that works hand in hand with Ministries to deliver projects under the revised Recovery to Development Plan (RDP) – the Government’s ambitious plan for recovery and development approved by the House of Assembly.

MANDATE

The RDA continues to deliver on its three-pronged mandate of:



PROJECT IMPLEMENTATION

The RDA delivers the programmes and projects set out in the revised Recovery to Development Plan through:

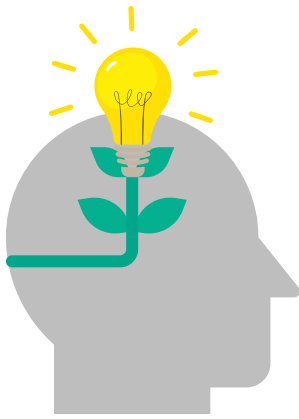
- Effective good governance of the RDA;
- Careful management and development of our staff;
- Efficient business process within a culture of continuous improvement; and
- Transparent and efficient procurement, demonstrating Value for Money (VFM) in accordance with international best practice.



FUNDING

The overall recovery and development programme of the RDA is funded by a combination of grants from the Government of the Virgin Islands, the UK Government and private funders.

The RDA raises funds to augment Government’s commitment to the recovery process and provides opportunities for the public to participate in this process. Our fundraising process is transparent; we are accountable to our donors and responsive to their requests.



CAPACITY DEVELOPMENT

The RDA exposes technical students to the industrial environment and provides recent graduates with the opportunity to gain real work experience as interns and trainees.

Our Procurement Department hosts regular workshops to educate contractors, consultants, and suppliers on crucial areas of the procurement process, and to improve their capacities to effectively respond to tender opportunities. We also facilitate on-demand one-on-one trainings with contractors.

VISION

The Vision is for the BVI to become a model for building Stronger, Smarter, Greener, and Better by fostering a vibrant and innovative economy, a cohesive and empowered society, a nurtured and sustainable environment, with resilient infrastructure, good governance, and a high quality of life for all.

MISSION STATEMENT

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).

VALUES

The RDA conducts itself based on a defined set of principles. All employees are expected to maintain these values at all times.

The values are:

- INTEGRITY
- RESPECT
- INNOVATION
- SELFLESS COMMITMENT
- SUSTAINABILITY
- DELIVERY OF 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 efforts are the four principles which demonstrate the core of the RDA's strategic and operational efforts, doing things Stronger, Smarter, Greener and Better.

STRONGER



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

SMARTER



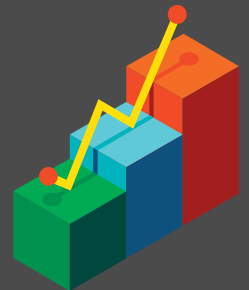
To become more efficient and effective, by using less resources to achieve more.

GREENER



The protection of the environment is central to our future as a human race and thus, any development must be connected to the protection and nurturing of our natural environment and the organisms 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.

CORE PRINCIPLES

There are four core principles that are followed by the Agency and set it apart as a centre of excellence. These core principles are:

ACCOUNTABILITY

The RDA subscribes to the principle that 'sunlight' is a great sanitiser, and that to be accountable, it must be transparent and obliged to respond to any query of its actions by its stakeholders without hesitation. Consequentially, the Agency's internal systems were designed to provide the highest levels of accountability for its actions to the Government of the Virgin Islands and the people of the Territory in general. This is seen as a fundamental principle for public service and is essential in any system that is upholding (or aims to) uphold the principles of democracy. It does this by ensuring that all policies and procedures are easily accessible by anyone, that strategic decisions are published, and that relevant, accurate, and timely information of all the activities of the RDA is relayed to its lead ministry, the client ministries, contributing stakeholders and the public at large.

INTEGRITY

The RDA has placed the highest value on the integrity of its employees and internal and external processes to maintain the trust of our stakeholders. These expectations continue to create a culture within the organisation that discourages minimal ethical norms. The RDA is expected to always meet the highest levels of integrity.

VALUE FOR MONEY

The RDA conducts Value for Money (VfM) Assessments of all completed projects to evaluate the extent of VfM achieved for the Territory. VfM assessments are based on the RDA's methodology which considers the economy, efficiency, effectiveness, and equity (4Es) of project interventions. These reports are used by the RDA to identify where problems exist and to develop techniques to eliminate similar issues in the future.

Additionally, using lessons gleaned from these assessments, the RDA aims to provide quality work and sound advice to our stakeholders, solve difficult problems, and provide confidence in our existence and mode of operation for all stakeholders (present and future).

GOVERNANCE

The RDA is governed by a Board of Directors, led by Chairman Ronnie W. Skelton, whose responsibilities are specified in the Virgin Islands Recovery and Development Agency Act, 2018. Monthly meetings enable the Board to have continual interaction with the CEO which allows the Directors to closely supervise the functions and operations of the RDA.

An essential part of the Board's supervision is directly linked to the Internal Audit function. The Internal Audit analyses the procedures of the management and staff of the RDA against what is expected by the Act, 2018, in which the RDA is governed. This is coupled with good managerial practices.



OUR LOGO

THE COLLABORATION

It is symbolic of the partnership between the Government of the Virgin Islands, the Virgin Islands Recovery and Development Agency and the Community for the development of the territory building **STRONGER, SMARTER, GREENER** and **BETTER**.

INSTITUTIONAL ARRANGEMENTS



INSTITUTIONAL ARRANGEMENTS

To achieve the mandate of a STRONGER, SMARTER, GREENER, and BETTER Virgin Islands, the RDA has been developed with specific governance arrangements that provide for supporting components within the institution. These arrangements promote strong governance and enable the RDA to be accountable and transparent.

AGENCY ORGANISATIONAL STRUCTURE

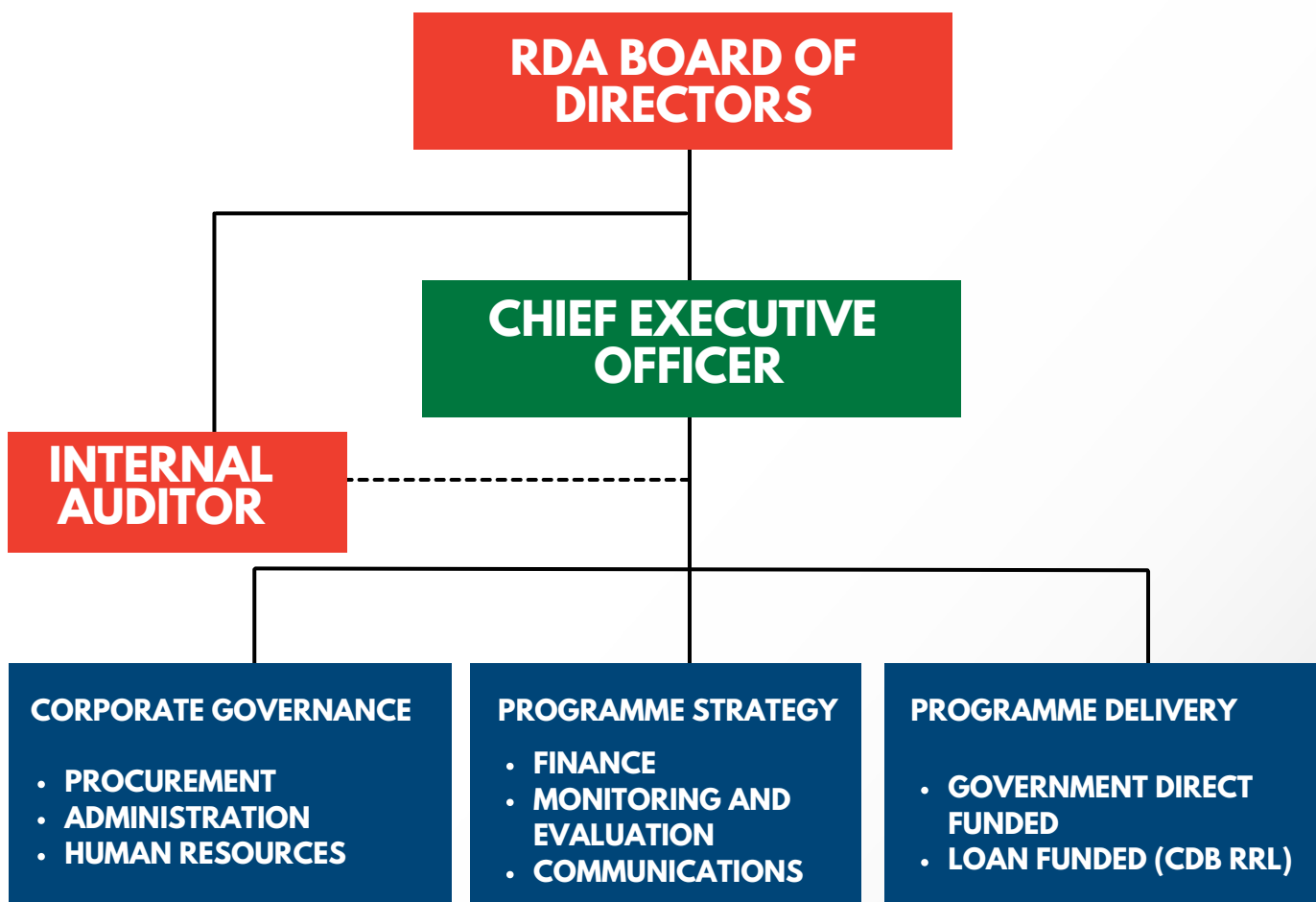


Figure 2 - Organisation structure (RDA)

BOARD OF DIRECTORS



Ronnie W. Skelton
Chairman



Jerry Samuel
Deputy Chairman



Bishop John Cline
Private Sector Representative



Michael Fay, QC
Civil Society Representative



Shea Alexander
Sister Islands Representative



Geraldine Ritter-Freeman
Governor's Representative



Marquese Maduro
Youth Representative



Dr. Sauda Smith
Donor Representative



Iftikhar Ahmad
United Kingdom Representative



Anthony McMaster
Ex Officio Member



SUB - COMMITTEES

EXECUTIVE SUB-COMMITTEE

- RONNIE W. SKELTON, CHAIR
- SAUDA SMITH, MEMBER
- SHEA ALEXANDER, MEMBER
- MARQUESE MADURO, MEMBER
- RDA CEO, EX OFFICIO MEMBER

AUDIT AND RISK SUB-COMMITTEE

- JERRY SAMUEL, CHAIR
- GERALDINE RITTER-FREEMAN, MEMBER
- JOHN CLINE, MEMBER
- IFTIKHAR AHMAD, MEMBER

FUNDRAISING SUB-COMMITTEE

- SHEA ALEXANDER, CHAIR
- SAUDA SMITH, MEMBER
- JOHN CLINE, MEMBER



DIVISIONS



CORPORATE GOVERNANCE

PROCUREMENT

The Procurement Unit is responsible for carrying out the administrative work necessary to support the Agency in the delivery of its prescribed tasks under the Board's Direction. The objective is to create a regionally capable and competitive industry without compromising the goal of the RDA's policy and procurement system; ensuring 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.

The Procurement Unit is a tool that develops a:

- **Vibrant and Innovative Economy:** Supporting a 'local first' approach to contracting as well as developing contractor professionalism. Procurement supports construction as a new pillar to the economic growth and prosperity of the BVI.
- **Cohesive and Empowered Society:** Encouraging community engagement in all components of the project lifecycle and joining public and private sectors to maximise social benefits.
- **Nurtured and Sustainable Environment:** Developing an environmental focus in all projects and ensuring that the protection of the natural environment is everyone's responsibility.

- **Resilient Infrastructure:** Building for the future by procuring high quality and long-lasting solutions.
- **Good Governance:** Building familiarity with international procurement processes and contractual management. Evolving an environment of professional and formal project management to deliver successful projects that demonstrate value for money.
- **Improved Quality of Life:** Improving health and safety in construction by promoting the protection of individuals involved in construction.
- **National capacity:** Shaping capacity development and practical support to improve tender quality and performance to promote good and safe working practices through professional project management.

GOVERNANCE

During the year 2022, the governance of the Agency's procurement operations was strengthened with the enactment of the Virgin Islands Public Procurement Act, 2021 as well as the Virgin Islands Public Procurement Regulations, 2022. The Procurement Unit will strive in the coming months to ensure that its procurement policies are harmonised with these national legislations.

CAPACITY BUILDING

Two capacity building procurement workshops were held in March and September 2022, respectively, which resulted in the training of representatives of thirty (30) firms to improve their capacities to effectively respond to tender opportunities in general as well as those advertised by the Virgin Islands Recovery and Development Agency.

CONTRACTS (INCLUDING PURCHASE ORDERS) COMMITTED FOR PROJECTS

During the year 2022, a total value of \$21,035,517.48 was committed for Contracts awarded and Purchase Orders issued for various projects:

Contracts/POs	Contract Price (USD)	Qty of Contracts
<i>RDA Commitments:</i>		
CDB Projects	1,580,344.82	12
RDP Projects & Others	19,226,047.33	22
Purchase Orders	229,125.33	42
Total RDA Commitments:	21,035,517.48	76

Table 1: Committed Contracts for the year 2022

HUMAN RESOURCES

The Human Resources activities of the RDA strive to ensure that the Agency's HR process remains up to date and systematic in planning for the Agency's human resource demands. It ensures the appropriate staffing are correctly placed and aligned to meet the challenges of the agency and the customers. The focus is to ensure that the agency has the right people skills for the job while avoiding any shortages or surplus in manpower to achieve its strategic mission, while ensuring employees are engaged and motivated to help the Agency succeed.

NOTABLE HAPPENINGS IN 2022:

- As part of the capacity building mandate the agency introduced a Traineeship Programme. This allows interns, with great promise, to continue into a one-year programme of working with the project team(s). Its aim has been to help trainees gain knowledge and experience in their

potential area of career interest. They can learn required skills towards their future jobs or academic pursuits by doing various real work duties over a long-term period.

- The Agency understands the need for common interest to gain attainment and through its Internal capacity building activities, such as Lunch & Learn and Microlearning discussions, learning opportunities are provided to all staff. The key benefit of these events is that they allow for the common understanding of projects, programmes, strategies, and participation required of staff to ensure the success of the project and by extension, the Agency. During the fiscal year of 2022, internal training was delivered on the areas of environmental impact to projects and Community Engagement. Additionally, staff were required to prepare and present on their area of work which was designed to enhance their public speaking and presentation skills.
- At the RDA, we understand the importance of having updated policies and procedures linked to relevant legislation and global developments. The Agency remains in constant monitoring and evaluation of our policies and procedures, and where necessary, provide amendments and updates for consideration by the Board of Directors. During the 2022 fiscal year, HR Policies were reviewed or updated which included Coronavirus, Remote Working, Occupational Health and Safety, and Conflict of Interest, all of which allows for the agency to function effectively and efficiently.
- Three positions were filled in 2022, namely, Project Manager, Finance Assistant, and Community Liaison Officer.

ADMINISTRATION

The Administration Unit provides administrative and secretarial support to the Board of Directors and their Sub-committees, prior to, during, and after Board meetings to ensure the smooth execution of the same. All functions are executed and guided by the RDA's Act of 2018, and the Board of Directors Board Charter.

- The 56th through 66th meeting minutes were recorded and posted on the RDA's website for public viewing (<https://bvirecovery.vg/board-meeting-minutes/>), during the 2022 work year.

Within this unit, administrative support is also provided to the Senior Management Team (SMT). The Administration Unit continues to provide oversight of the use of RDA office assets which include office facilities, vehicles, mobile phones, security, and conferencing facilities, which ensures the preservation of these assets.

During this fiscal year, nine (9) team members attended an eight (8) week internal capacity building training on Public Speaking and Presentation Skills. The training was designed by an internal certified and effective Coach, Head of the Administration Unit, specifically to teach the participants how to capture their target audience and maintain their attention, build techniques inclusive of speech or discussion writing and delivery. Additionally, emphasis was placed on monitoring the use of time given, use of grammar, eye contact, hand gestures and vocal variety.

Even though public speaking and presenting is quite vital, it is one of the most dreaded forms of communication. The training assisted members to build an important skill which allows for strategic connections, influential decisions, and change.

PROGRAMME STRATEGY

The Programme Strategy Division of the Virgin Islands Recovery and Development Agency is responsible for ensuring that there is alignment between the approved recovery and development plan and the work of the Agency. Alignment includes communicating with stakeholders, measuring the performance of the Agency and the value for money that is achieved in pursuit of its mandate, financial management and reporting.

Programme Strategy is focused on achieving the outcomes set out for the Agency, and the manner in which these outcomes would support the national agenda in the most effective manner possible. Although not involved in determining the suite of interventions (projects) that will be assigned, in order to achieve a particular outcome, the RDA is able to communicate to central government on the most effective way in which it can sequence those interventions, demonstrate the extent to which these contributions are made to meet the desired outcome, and dialogue with the community and other stakeholders on the impact of the interventions themselves and the expected goals. The function provides a link between the strategic expectations of the RDA and the operation's realities and interventions that must be affected in order to achieve these goals.

FINANCE

The Finance team of the Virgin Islands Recovery and Development Agency is responsible for the full financial oversight and management of the

Agency's financial resources in line with the requirements of Virgin Islands Recovery and Development Agency Act, 2018, and the RDA's internal Financial Management Policy.

The RDA's finances are electronically managed and segmented into four distinct areas: Operational, Capital projects, CDB projects and the Virgin Islands Recovery Trust. The differentiation is essential

to separately manage the cashflows associated with each segment, whilst being able to consolidate on demand, based on the information needs of recipients and specific reporting requirements.

With each segment of the Agency's finances, a continuous system of effective controls is enforced at every level of operations, be it, transactional, budgetary and/or reporting. The mechanisms in place are robust to maintain the integrity of the figures, whilst being flexible enough to pivot with the changing environment of the Agency. Irrespective of changes in staff, consultants, projects, and activities; consistency is applied in the review, approval and execution of financial transactions. This upholds the consistency and cohesion of the figures and the resulting financial reports.

For the 2022 financial year, expenditure totalled \$14.7M for capital projects and \$3.5M for CDB projects, for a total of \$18.2M. The approved operational budget of \$2.1M, represented 12% of total project expenditure. This is a notable return on investment result and well within the lower bounds of industry standards.

The financial statements and accompanying records of the RDA were audited by the external auditors, BDO BVI Limited. The audit's opinion

RDA Expenditure FY2022

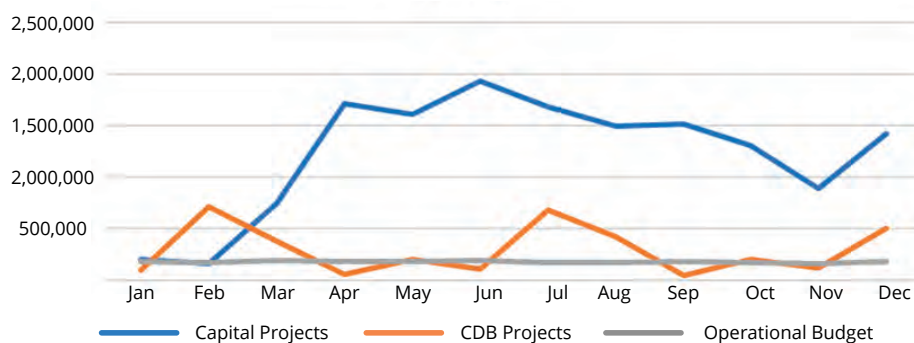


Figure 2: RDA Expenditure for the 2022 Fiscal Year

was issued where the financial statements present fairly, in all material respects, the financial position, performance and cash flows of the Agency as at 31st December 2022. The comprehensive audited financial statements are included as an appendix to this report.

During 2022, the team was led by a Chartered, Certified Accountant, applying international accounting standards and principles for good financial governance. Support was provided by a Finance Assistant and capacity developed with on-the-job training for an Intern placed with the team during the year.

PROGRAMME DELIVERY

Project delivery is a collection of experienced project managers with qualifications in project management, engineering, architecture, procurement, and business administration.

Its goals are to meet project objectives as set out in the client's Statement of Requirements (SoR) that will lead to the project's outcomes. This team is responsible for converting the ideas of the client into completed projects in the most

cost effective and expeditious manner. It works closely with the strategy team to ensure that projects are designed in a manner that will allow the objectives of the client to be met, and that it is within the budget allotted.

Once there is agreement with the client (Government of the Virgin Islands) on the project required to achieve the desired outcome, Project Delivery utilises its skillsets to make sure that parties engaged (contractor and designers) are deployed effectively to achieve the goal. The professionals in this unit interact intimately with contractors, designers, stakeholders, and other project managers on a regular basis.

CDB RECONSTRUCTION AND RECOVERY LOAN

While recovering from the restrictions caused from the pandemic, the CDB RRL team focused on improving the BVI resilience through road rehabilitations. Plans and designs for other major projects continue to be made for projects such as the West End Ferry Terminal, Magistrate Court and the Eslyn Henley Richiez Learning Centre.

INTERNAL AUDIT

The Internal Audit function forms part of any good governance structure. The RDA's Internal Auditor is an independent role within the organisational structure and reports directly to the Audit and Risk Sub-Committee and ultimately to the RDA's Board.

The Audit and Risk Sub-Committee and the Internal Auditor established an Audit Plan spanning financial years 2022 to 2023

and covering thirteen (13) areas for review. During quarter one of 2022, the RDA's governance structure and the payroll functions were audited. However, the Internal Auditor position has been vacant from March of 2022, and the RDA has actively been recruiting. Placement is anticipated for the role during the second quarter of 2023.

The full mandate of the Internal Audit Plan was not accomplished during the financial year given the vacancy. To mitigate the inherent risks with the absence, mitigation steps were enforced, which entailed adherence to approved policies and risk management at the department levels, with escalation of risks to the Agency level where the calculated risks surpassed tolerable levels.

Based on the RDA's Risk Register for 2022, all risks were adequately managed and where there were escalations, they were communicated to the Board, accordingly, for further action.



PROCESSES (EXTERNAL)

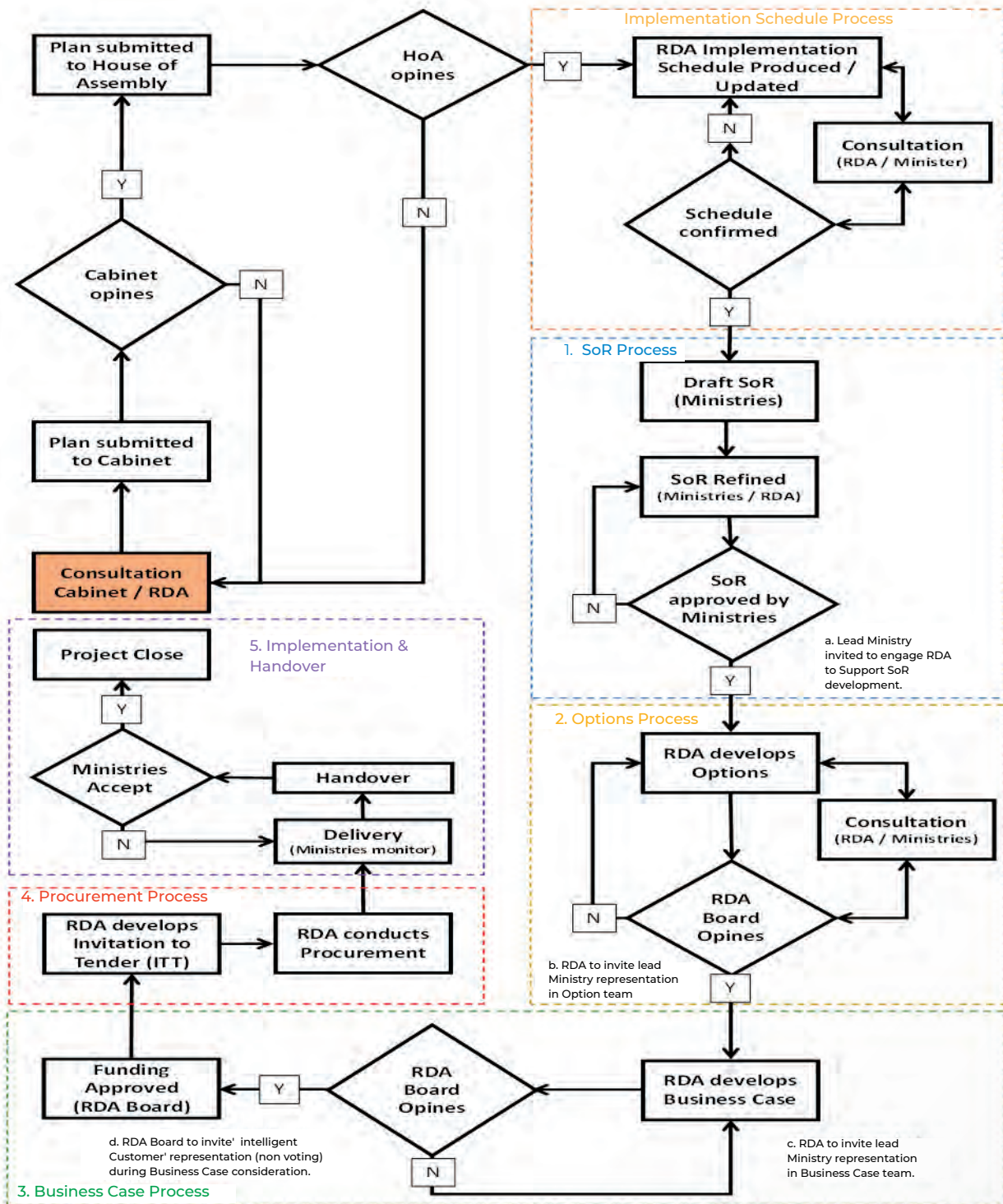


Figure 3: Pictorial of RDA Processes

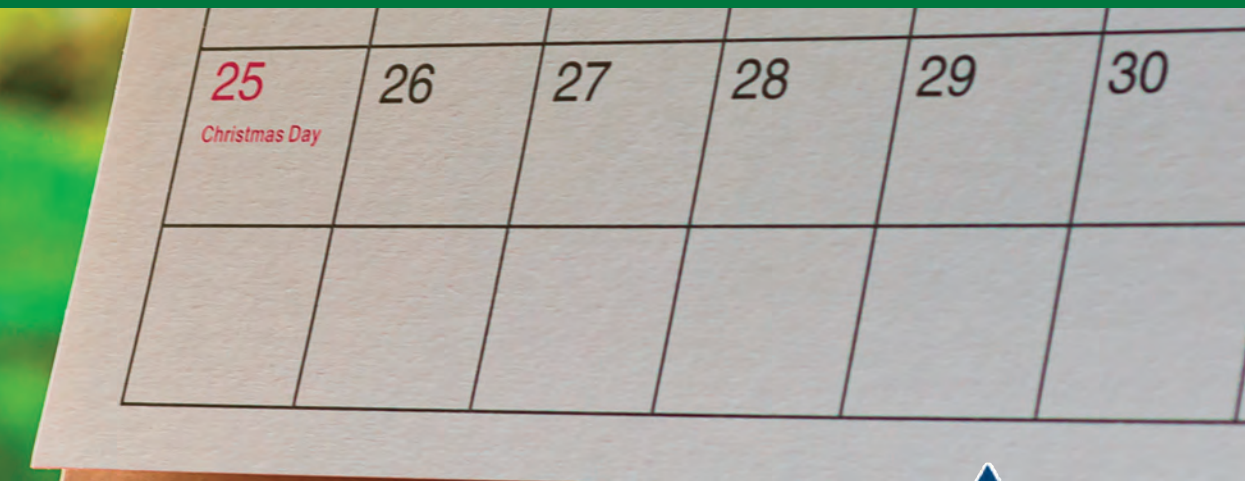
PROCESSES (INTERNAL)



Figure 4: Internal Project life process



2022 IN BRIEF (A CHRONOLOGICAL SUMMARY)



2022 IN BRIEF

(a Chronological Summary)



JANUARY
2022

HANDOVER OF THE FLAX ADMINISTRATION BUILDING

OTHER MAJOR EVENTS

- ESHS Demolition Completed - Old Foundation Slabs Cleared



FEBRUARY
2022

HANDOVER OF THE VANTERPOOL ADMINISTRATION BUILDING

5TH ADMINISTRATION BUILDING COMPLETED

1. Albert H. Chinnery Administration Building on JVD
2. John E. George Sr. MBE Administration Building at North Sound, VG
3. Theoldoph Faulkner Administration Building on Anegada
4. Flax Administration Building on Virgin Gorda
5. Vanterpool Administration Building on Virgin Gorda

OTHER MAJOR EVENTS

Stakeholder Consultations for West End Ferry Terminal:
Public and Private Sector Consultations + Community Meeting completed



MARCH
2022

CONTRACT SIGNING AND GROUNDBREAKING CEREMONY FOR ESHS REDEVELOPMENT PROJECT



APRIL
2022

GREEN RECOVERY

COMMISSIONING OF THE SOLAR FACILITY ON THE JOST VAN DYKE CLINIC

OTHER MAJOR EVENTS

- RDA Launches New Website: Modern, streamlined design | Improved Functionality | Ease of use | Detailed information hub for all RDA's recovery content.
- Public Consultations - ESHS Redevelopment Project
- Public Consultations Waste Management Solutions
- ESHS: Excavation, Steel Work and 1st Concrete pour



2022 IN BRIEF



MAY
2022

ESHS BLOCK WALL CONSTRUCTION FOR 1ST FLOOR CLASSROOMS COMPLETED. WORK BEGINS ON SECOND FLOOR

OTHER MAJOR EVENTS

- Concrete Casting for Fish Bay Road Rehabilitation commenced



JUNE
2022

COMPLETION OF ESTATE HOUSE #1

Officially Handed Over to Deputy Governor's Office
Extensive structural and reconstruction works executed.

OTHER MAJOR EVENTS

- RDA Interns in Environmental Management and Programme Strategy visit We Recycle Centre
- Water pipe relocation & pressure tests completed on Fish Bay Road

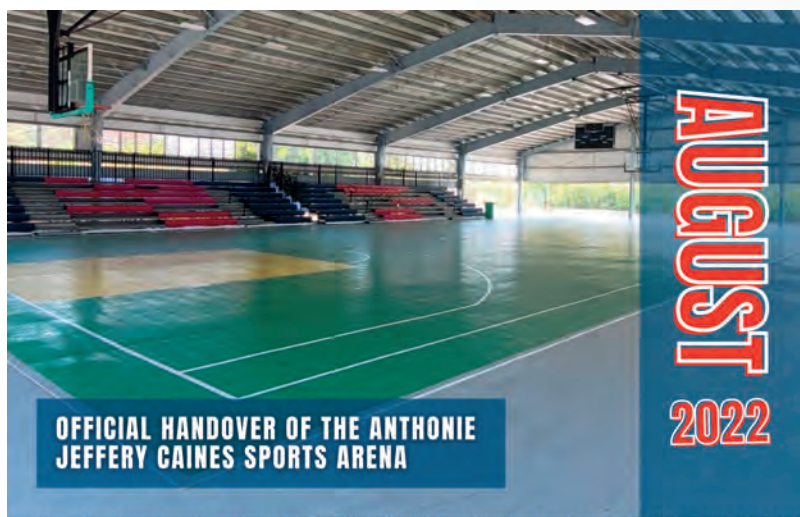


JULY
2022

FISH BAY ROAD REHABILITATION COMPLETED

OTHER MAJOR EVENTS

- ESHS Blockwork completed for all 4 buildings. Internal and Exterior plastering works continue
- Launch online poll for WEST End Ferry Terminal as part of community feed back and public consultation process



AUGUST
2022

OFFICIAL HANDOVER OF THE ANTHONIE JEFFERY CAINES SPORTS ARENA

OTHER MAJOR EVENTS

- Contract Signing and Groundbreaking Ceremony for JVD Primary School - A Multi-Purpose Educational Facility
- Contract Signing Ceremony for Fish Bay Asphaltic Works
- Contract Signing Ceremony for ESHS External Works



2022 IN BRIEF



2022 RDA PROCUREMENT WORKSHOP

SEPTEMBER 2022

OTHER MAJOR EVENTS

- Construction Works Commence: ESHS External Works
- Stakeholder Consultation: JVD Primary School - A Multi-Purpose Educational Facility
- Stakeholder Consultation: Joint Marine Shore Base Building

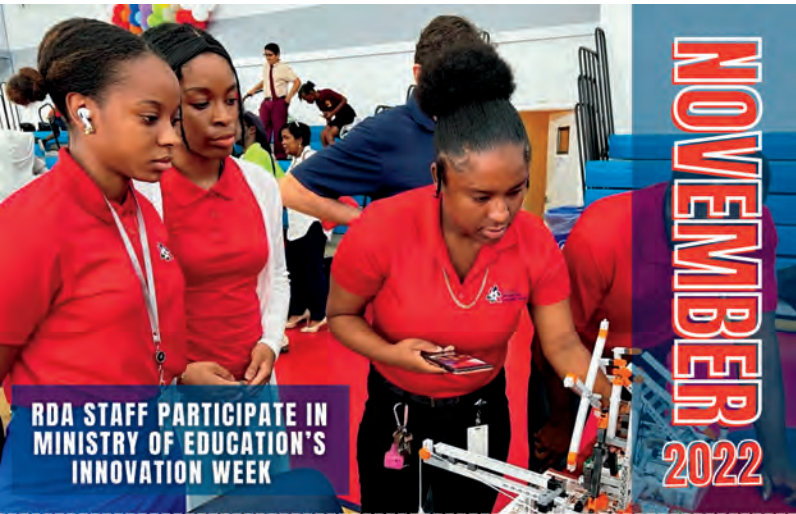


FISH BAY ASPHALTIC WORKS COMPLETED
Speedbumps installed on Fish Bay Road

OCTOBER 2022

OTHER MAJOR EVENTS

- CTL Demolition completed in 8 days
- Site visit with ATU Trustees
- First Concrete pour at JVD Primary School
- Internal Capacity Building: Staff complete 8-week public speaking and presentation skills workshop



RDA STAFF PARTICIPATE IN MINISTRY OF EDUCATION'S INNOVATION WEEK

NOVEMBER 2022

OTHER MAJOR EVENTS

- JVD Multipurpose Educational Facility receives second major concrete pour
- Fish Bay Road Markings installed



DECEMBER 2022

ELMORE STOUTT HIGH SCHOOL REDEVELOPMENT PROJECT COMPLETED - PROJECT HANDOVER





PROJECT IMPLEMENTATION IN FOCUS

(PROJECTS IMPLEMENTED IN 2022)



RESILIENT INFRASTRUCTURE: ROADS

ROADS

Priority roads and retaining structures with resilient designs based on climate risk factors and flood risk mapping, rehabilitated to improve safety and access of road network.



RESULTS

PROJECT ACTIVITIES	OUTPUTS	OUTCOME	WHAT PEOPLE SAY
Fish Bay Road Asphalting Works – Fish Bay	1,027 feet (313 metres) of road reengineered and rebuilt	Reduced hazards while driving in areas where slopes were undermined	<p>“Looks like money well spent.”</p> <p>“Drove through Fish Bay during the worst of the rain and the drainage seems EXCELLENT!”</p> <p>“Great job. 100% improvement. Thank you.”</p>

The RDA rehabilitated the main road at Fish Bay in 2022, including installation of required drainage systems, erection of sidewalks and reengineering of the road from its subbase. This largest road project brought the number of road sites rehabilitated by the RDA across Tortola to a total of eight (8) sites. These sites were all severely damaged by passage of 2017’s hurricanes. Road rehabilitation works have improved road safety by reducing hazards, increasing visibility and have also enhanced the overall quality of the roads. Where roads were severely undermined, retaining structures have been erected, and improved drainage systems have been installed. These works have strengthened the resiliency of the road network across Tortola.

GOOD GOVERNANCE: GOVERNMENT BUILDINGS & SYSTEMS SECURITY & SAFETY FOR ALL

GOVERNMENT BUILDINGS & SYSTEMS

Priority public buildings restored to allow for safe and acceptable working conditions for officials to provide services and for the public to access services.

RESULTS



PROJECT ACTIVITIES

Estate House #1

OUTPUTS

Government property rehabilitated.

OUTCOME

Reduced public expenditure on temporary accommodation requirements

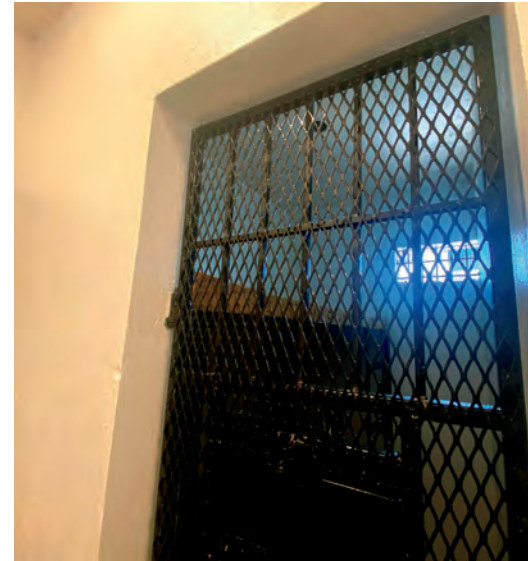
WHAT PEOPLE SAY

In 2022, works on Estate House #1 in Road Town were completed. This Estate House is the first of several which were damaged or completely destroyed by the passage of 2017's storms. Rehabilitation of Estate House #1 involved extensive roof repairs, installation of windows, doors and cabinetry, replacement of electrical, plumbing and mechanical infrastructure, internal wall repairs, floors and other finishes. Completion of rehabilitation of this public estate building means that the building's lifespan has been increased and funds that would have been put towards acquiring temporary accommodation for visiting officials can now be allocated to other priorities.

GOOD GOVERNANCE: GOVERNMENT BUILDINGS & SYSTEMS AND SECURITY & SAFETY FOR ALL

SECURITY & SAFETY FOR ALL

Rehabilitated police and justice accommodation to enable improved delivery of security and justice services.



RESULTS

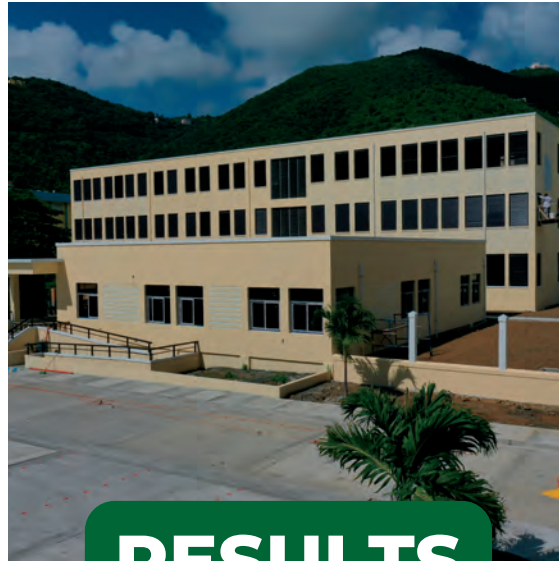
PROJECT ACTIVITIES	OUTPUTS	OUTCOME	WHAT PEOPLE SAY
Road Town Police Station Phase II and Financial Crimes Unit	2 police stations rehabilitated	90% of police facilities well- equipped	“Staff can now operate in a more conducive working environment.”
Virgin Gorda Police Station Additional Repairs			“Much improved working spaces.”

Additional repairs were undertaken on the Road Town Police Station, including works on the Financial Crimes Unit, and on the Virgin Gorda Police Station in 2022. This work involved wall, floor, and ceiling finishes, as well as required electrical and plumbing works. These works were conducted as a partnership between the United Kingdom Government’s Foreign, Commonwealth and Development Office and the Government of the Virgin Islands. The jointly funded works on the police stations have enhanced the facilities available to police officers to carry out the security and justice mandate in the Territory.

COHESIVE AND EMPOWERED SOCIETY: EDUCATION AND RECREATION

EDUCATION

Restored infrastructure for primary and secondary schools of the Virgin Islands to support full functionality and development of schools to meet education needs of children.



RESULTS

PROJECT ACTIVITIES	OUTPUTS	OUTCOME	WHAT PEOPLE SAY
Elmore Stouff High School (ESHS) Redevelopment	<p>Additional 35 classrooms installed and available to ESHS students.</p> <p>Technical classrooms and equipment installed on ESHS campus.</p>	<p>1,283 students in improved school settings</p> <p>End of shift system and full 25 average weekly hours available for teaching and learning</p>	<p>“The space is large, airy, impressive and beautiful with natural ventilation.”</p> <p>“I saw the type of work that was being put into the buildings. I saw the good quality construction, the dedication, and the professionalism. It looked great from the hill and today I am not disappointed.”</p> <p>“The students finally have a good space where they can learn and grow.”</p>

The Elmore Stouff High School Redevelopment project has been the largest project executed by the RDA to date. Particularly impressive in the implementation of this project was the construction time taken to complete the four (4) new buildings, from April to November 2022. This project involved demolition works on existing structures, and construction from scratch of two classroom blocks, a technical block, complete with the required equipment for conducting technical classes at the school, and an administration block for school staff. Completion of this project has meant an end to the longstanding shift system for ESHS students, and a return to full-day teaching and learning environment, as well as improved teaching and learning conditions for the approximately 1,400 students and 150 teachers of ESHS. Future phases of redevelopment of the school campus envision construction of a cafeteria and hall.

COHESIVE AND EMPOWERED SOCIETY: EDUCATION AND RECREATION

RECREATION

Redeveloped community recreational facilities supporting community and school recreation and national pride in sports.



RESULTS

PROJECT ACTIVITIES	OUTPUTS	OUTCOME	WHAT PEOPLE SAY
A. Jeffrey Caines (Virgin Gorda) Sports Arena	Additional recreational facilities fully functional and in use on sister islands	Able to host regional and international sporting events	“Courts resurfaced; activities increased in the area as well as increased revenue for vendors.”
Anegada Basketball Court			<p>“Provides parking spaces for residents and visitors.”</p> <p>“Games can be played which has increased physical activity among residents.”</p>

In 2022, the extensive works on the A. Jeffrey Caines Sports Arena in Virgin Gorda were completed. This work involved rehabilitation of the main court building including rehabilitation of the arena roof, resurfacing of the court, repairs to the bleacher seating, and installation of hoops and scoreboards. This project has also involved rehabilitation of bathroom facilities, rehabilitation of the outside court, and construction of the parking lot including required drainage. The Sports Arena was completed and handed over to the Central Government in 2022, allowing for hosting of several sporting events at the complex in the latter part of the year. On Anegada, the basketball court was resurfaced and perimeter fencing around the court installed. This has allowed for usage of the court facilities by Claudia Creque School students as well as the wider community. Future works to be completed at the Anegada Recreational Facility include installation of playground equipment and bleacher seating.

NURTURED AND SUSTAINABLE ENVIRONMENT: RENEWABLE ENERGY

RENEWABLE ENERGY

A more resilient energy system with lower electricity costs from the deployment of modern renewable energy technology.



RESULTS

PROJECT ACTIVITIES	OUTPUTS	OUTCOME	WHAT PEOPLE SAY
Enis Adams Primary School	3 solar power systems installed	40.4 kWp of electricity generation installed	
Francis Lettsome Primary School			
Jost Van Dyke Clinic		Decrease in monthly public energy bills	
Solar Power Boxes			

Three solar systems were installed and commissioned across the Territory in 2022, resulting in 40.4 kWp of electricity generation from renewable sources at two primary schools and a public clinic. The grid-tied exporting systems allow for unused excess electricity to be fed back into the main electrical grid. These activities were three additional project activities forming part of a planned broader programme aimed at increasing the uptake of renewable energy technologies in the Territory while also decreasing energy bills at public facilities by supplementing the existing energy supply with renewable, sustainable sources. During the year, work was also done to procure two solar power boxes for installation at the H Lavity Stoutt Community College and the Cyril B. Romney Tortola Pier Park which will buttress public sector efforts to increase renewable energy uptake across the Territory.

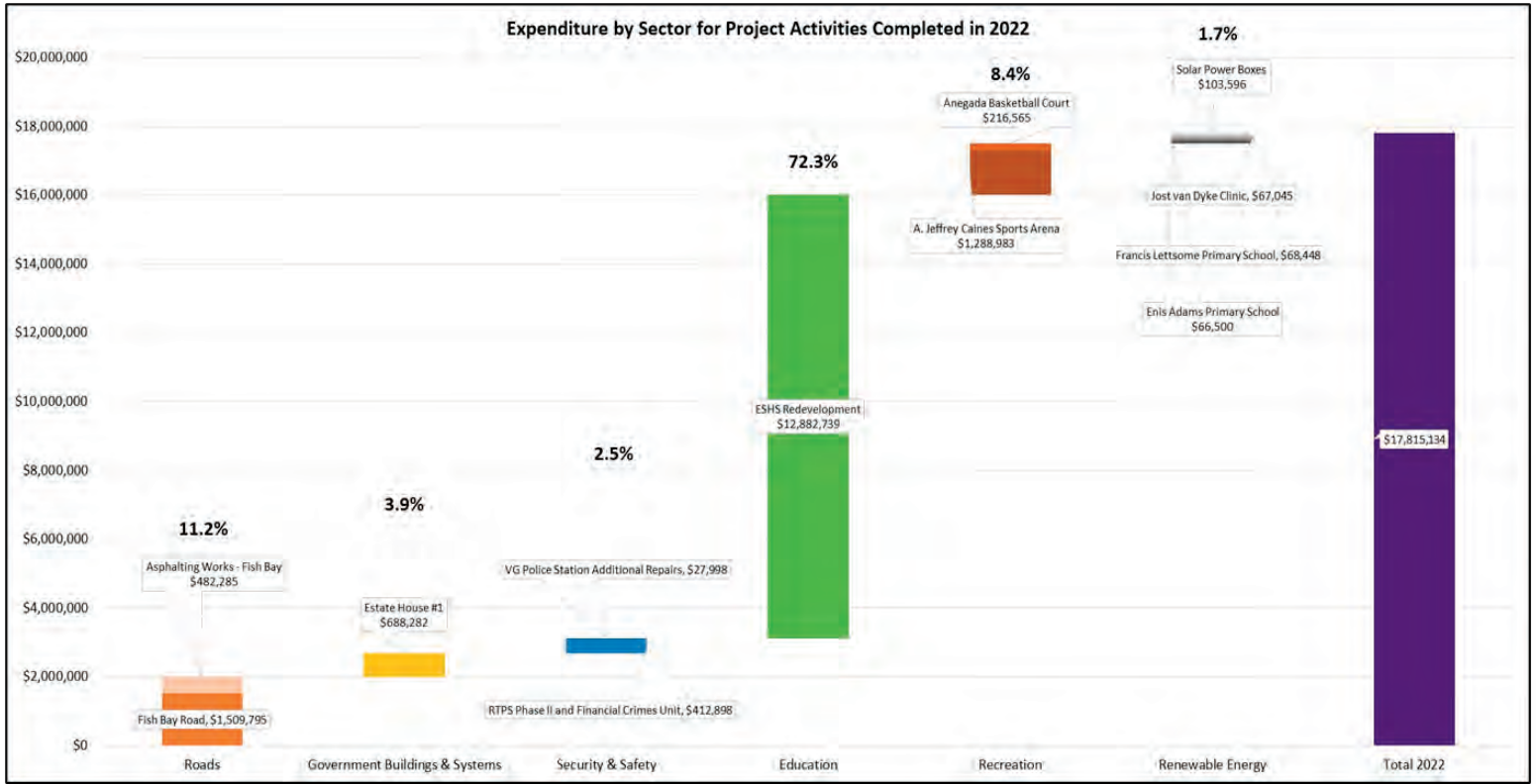


Figure 5: 2022 Expenditure by Sector for Project Activities



CAPACITY BUILDING

The RDA is mandated by the RDA Act of 2018 to deliver capacity building for the people, government officials, communities and contractors of the Virgin Islands to directly benefit from the recovery. In 2022, the RDA engaged in capacity building for contractors in project management, health and safety and preparing tenders for project opportunities with the RDA, and with staff and interns working in the RDA. Additionally, the Traineeship Programme was introduced to help the trainee gain knowledge and experience in their potential area of career interest jobs by doing different real work duties over a long-term period.



RESULTS

PROJECT ACTIVITIES	OUTPUTS	OUTCOME	WHAT PEOPLE SAY
Contractor Workshops	Two (2) Contractor procurement workshops held	17 firms trained to improve tender submissions	"The moderators were very knowledgeable and informative."
Internship Programme	Four (4) interns engaged	Young professionals exposed to communications, internal audit, project management, and environmental management for 3 months	"I was fully immersed in understanding and working to resolve relevant issues being faced in the BVI."
Traineeship Programme	Two (2) trainees engaged in the areas of project management and environmental management	Trainee works as a member of RDA doing different real work duties over a long-term period	"My experience at the RDA in 2022 was properly engaging. I learnt a lot and I will be forever grateful."

The RDA, the Ministry of Finance, and several private sector actors jointly hosted a procurement workshop for contractors in September 2022. The objective of these workshops, as the twelfth and thirteenth contractor workshops held by the RDA, was to improve contractors' and suppliers' capacity to effectively respond to bidding opportunities in general, as well as those under projects financed by the Government of the Virgin Islands, VI Recovery and Development Agency and the Caribbean Development Bank (CDB).

For 2022, the Internship Programme saw four (4) additional interns engaged in project management, internal audit, communications, and environmental management. These four additions resulted in a total of seventeen (17) interns having been engaged at the RDA since its inception across a variety of programme areas including finance, strategy, and procurement. Additionally, the new Traineeship Programme employed its first two (2) trainees in the areas of project management and environmental management.



SUPPORTING PROJECT IMPLEMENTATION



SUPPORTING PROJECT IMPLEMENTATION

FUNDING

During 2022, the Virgin Islands Recovery and Development Agency received project funding into the Virgin Islands Recovery Trust at a total of **\$19.7M**. Funding of **\$13.8M** was received from the Government of the Virgin Islands towards three capital projects, Elmore Stoutt High School Redevelopment project, Jost Van Dyke Primary School, a Multi-Purpose Educational Facility and TBL International Airport Expansion planning. Funding of **\$4.9M** was received from the Caribbean Development Bank towards CDB projects and consultancies, and **\$884K** from the Foreign, Commonwealth and Development Office for Road Town and Virgin Gorda Police Stations, Renewable Energy projects and assistance towards the Joint Marine Shore Base project. Additionally, donor funding of **\$20K** was received from the Maples Group towards Elmore Stoutt High School music programme.

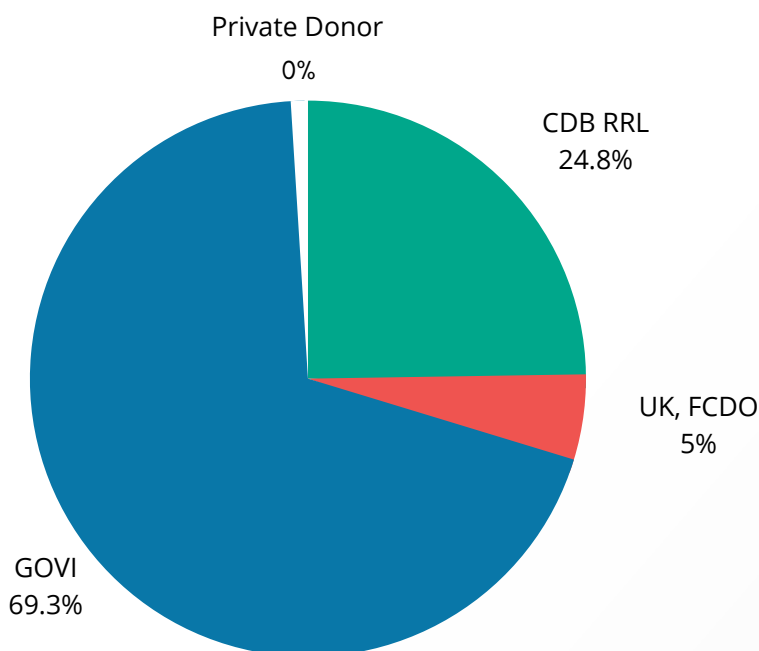


Figure 6: 2022 Project Funding

Donor funding during 2022, represented **0.1%** of project funding for the year and **2%** of total project funding from the inception of the RDA. The Board is cognisant of the fundraising element of the RDA’s mandate and has taken concerted efforts to increase funding through fundraising efforts. Recruitment for a Fundraising Manager was initiated during the second half of 2022 and the successful candidate, titled Senior Director of Development onboarded in January 2023. The development goals are well defined, and strategies are being created towards accomplishment.

PROCUREMENT

A total of \$51.76M in Contracts was committed at the end of December 2022, of which 96% relates to RDA commitments, while the remainder represents the novated contracts from the Ministry of Finance to the RDA. Additionally, 91% of contracts were awarded to local firms, 7% to international firms and 2% to regional firms. Please also refer to the table and chart below regarding the distribution of committed contracts.

Location	Contract Value Distribution (USD)	Percentage of Distribution
International	\$397,840.97	6.76%
Local	\$46,953,055.70	90.71%
Regional	\$1,311,543.858	2.53%
Grand Total	\$51.762,440.55	100.00%

Table 2: Committed Contracts by Location as of 31 December 2022

CONTRACTS COMMITTED FOR PROJECTS BY VALUE AND LOCATION AT 31-DECEMBER-2022

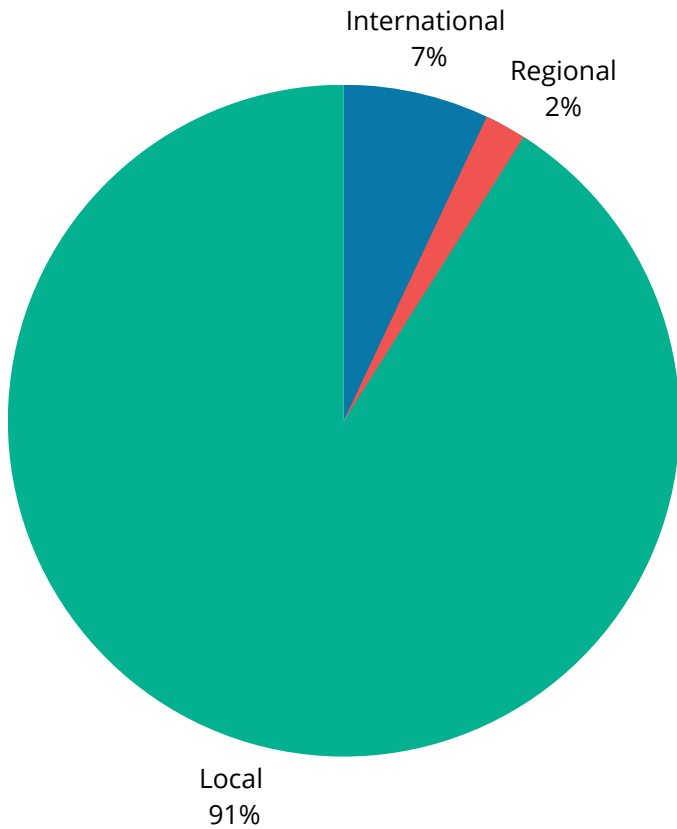


Figure 7: Committed Contracts by Location as of 31 December 2022

COMMUNICATIONS

Communications is strategically positioned to support the agency in the delivery of its three-pronged mandate through initiatives which build credibility and enhance the reputation of the RDA.

The initiation and execution of strategies which grow brand awareness and drive traffic to RDA channels are key as the communications team create compelling content for the Virgin Islands community and those beyond our shores.

For 2022, Communications fielded media inquiries, strategized to deliver high content communications, led the execution of contract signing and handover ceremonies, liaised with the Government of the Virgin Islands, and

supported all arms of the RDA in the delivery of their tasks.

Over 6,000 new users visited the website via direct access at BVIRecovery.vg. This demographic comprised users from the British Virgin Islands which accounted for 37% of the website traffic followed by the United States of America after the launch of the new website on April 2, 2022.

Communications designed and executed the online poll for the West End Ferry Terminal which was the highest performing website page for 2022 receiving 2.3K views.

Caribbean Development Bank, the funding agency with responsibility for the Rehabilitation and Reconstruction Loan for the Government of the Virgin Islands commended that they, **‘Constantly view RDA updates via the website. Love the visibility.’**



COUNTRY	USERS
<u>British Virgin Islands</u>	3.3K
<u>United States</u>	1.4K
<u>Antigua & Barbuda</u>	350
<u>United Kingdom</u>	267
<u>Canada</u>	139
<u>India</u>	64
<u>U.S. Virgin Islands</u>	59

High performing digital communications focused on the completion of Asphaltic Works of the Fish Bay Road Rehabilitation Project, the completion of Demolition Works at the old CTL Building, the Procurement Workshop hosted on Tortola, and stakeholder engagement sessions for the Elmore Stoutt High School Redevelopment Project, Waste Management Engagement Plan, the West End Ferry Terminal and the Jost Van Dyke Primary School – A Multi-Purpose Educational Facility. Events Management continues to be high on the list of priorities for the Communication Team.

An extensive multi-media communications strategy was executed for the Elmore Stoutt High School Redevelopment Project, the RDA's flagship project for 2022. It featured 16 dynamic video interviews which captured community and contractors' highlights of the project, six compelling fact sheets outlining key project details, major milestones and imagery which were used to tell a compelling narrative on our website and via social media channels to the mass public.

FACT SHEET

ELMORE STOUTT HIGH SCHOOL REDEVELOPMENT PROJECT

PROJECT DESCRIPTION:
The scope of this project includes the construction of four reinforced concrete buildings which are comprised as follows:

- Block A: Technical Block
- Block B1: Classroom Block
- Block B2: Classroom Block
- Block C: Administrative Block
- External Works: Utilities & Exterior Space

CLIENT & FUNDING SOURCE: GOVERNMENT OF THE VIRGIN ISLANDS	DURATION: PLANNING, PROCUREMENT & CONSTRUCTION: 12 MONTHS
BUILDING SQUARE FOOTAGE: 24,904.27 SQ.FT.	COST: \$15M

BLOCK B1 & B2: CLASSROOM BLOCKS

30 Classrooms

The Classroom Block, comprised of Blocks B1 and B2, also contains male and female washrooms, storage, emergency staircases, a mechanical room, technical closet, janitor's closet and technical walls.

BLOCK C: ADMINISTRATIVE BLOCK

BUILDING FEATURES:

Reception Area	Male Washroom	Storage Area
Front Office	Female Washroom	IT Room
Counsellors' Office	Infirmary	Corridor
Principal's Office	Bathroom	Janitor Closet
Pantry	Electrical Room	

EXTERNAL WORKS

PROJECT FEATURES:

Pavement Construction	Lighting Infrastructure
Sewer and Sewerage Infrastructure	Drainage Infrastructure
Sewer PVC Pipes	Sidewalks and Kerb Inlets

OUR CONTRACTORS:

Map showing contractor locations for:

- Block B2: Classroom Block (AUYLAND)
- Block B1: Classroom Block (MC METRO CONSTRUCTION)
- Block C: Administrative Block (NORTHAM CONSTRUCTION)
- External Works (SUNLEAF)

BLOCK A: TECHNICAL BLOCK

BUILDING FEATURES:

Home Economics	Electronics
Food & Nutrition	Woodworks
Clothing & Textiles	Metal Shop
Bakery Lab	Auto-Mechanics
Culinary Lab	12 Classrooms
Bar & Restaurant Training Lab	

This building also contains female and male washrooms, changing rooms, a janitor closet, an electrical room, storage and corridors.

COMMUNITY ENGAGEMENT

The Community Liaison Officer (CLO) facilitates the participation of communities in the planning, design, implementation, and monitoring phases of projects, through the process of 'community engagement'. Community Engagement seeks to "inform, involve and build relations with the beneficiaries and stakeholders of a development activity as it progresses". The CLO is also responsible for the management of the RDA's Grievance Redress Database system.

The year 2022 was an active year for community engagement (CE). A total of seven (7) community meetings, four (4) stakeholder engagements (focused), one (1) poll and two (2) workshops are recorded as being facilitated by the RDA*.

Community meetings are key in gathering feedback on projects being implemented from a wider cross section of a community. They also serve as a great tool to discover, capture, and address any key concerns or grievances. Community meetings were held for the Elmore Stoutt High School (ESHS) Redevelopment, West End Ferry Terminal (WEFT), Waste Management Solutions (WMS), Jost Van Dyke School, and Joint Shore Marine Base.

Focused engagements with key stakeholders allow for more in-depth discussion regarding project design and specific requirements for stakeholder groups. Stakeholder engagements (focused) captured included meetings with key stakeholders for the ESHS development in January, WEFT in October and WMS in December. Workshops, like other capacity development tools, have been found to benefit community engagement as stakeholders are exposed to fundamental project information and personnel. Workshops on Solar Energy Installation and Project Development, Pricing for Projects and Procurement were held in April and September, respectively.

Polls and other surveys allow for a wide section of the population to participate and share their opinions or preferences regarding project planning, design, and implementation. The WEFT design poll was conducted in July and the winning design was announced in December.

***Some information on CE is not captured as the CLO post was filled in September 2022, after being vacant for six (6) months.**

GRIEVANCE REDRESS SYSTEM

The RDA's Grievance Redress System (GRS) was officially launched in 2021. In 2022, the public continued to be sensitised on how the GRS process functions, including how to lodge a complaint and an appeal, the purpose and importance of the GRS, what information is required and how the internal decision-making process works. The GRS plays an integral part before, during and after the implementation of a project.

In 2022, the Agency received fourteen (14) grievances linked to Fish Bay's Road Rehabilitation, Elmore Stoutt High School Redevelopment, and Carrot Bay's Reservoir Projects. Thirteen (13) of these grievances were resolved in 2022, with one (1) being resolved early 2023.

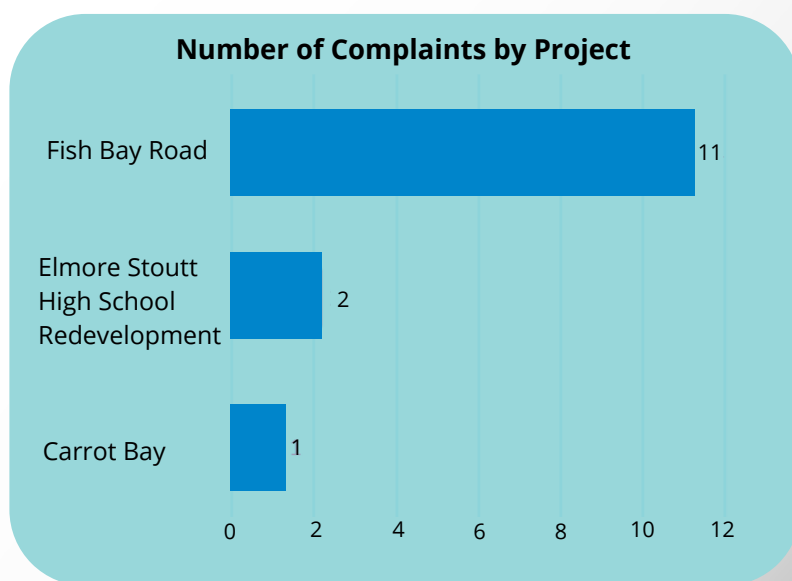


Figure 8: 2022 Complaints by Project

MONITORING AND EVALUATION

In 2022, the Monitoring and Evaluation (M&E) function continued to monitor results of the RDA's efforts in project implementation, funding, and capacity building; evaluate Value for Money (VfM) achieved through project delivery; and produce required reports on RDA performance.

Specifically in 2022, the M&E Results Framework, which houses outcome information and outcome and output indicators for all projects implemented by the RDA, was further expanded to include cost and schedule data as well as statuses, funding sources, and progress images as a repository for project information.

It is envisioned that the ProjectView Dashboard, designed and refined over the last two years, will provide data demonstration capability for the

expanded Results Framework, thereby enabling access to RDA's project information by a wide range of stakeholders including Central Government, private donors, and the general public. To this end, in 2022, internal feedback on the Dashboard was integrated into its enhanced design for publication of this significant tool in the coming months.

Over the course of the year, a total of eleven (11) Value for Money assessments were conducted on completed projects. Many of these assessments employed enhanced evaluation techniques for assessing quality through beneficiary satisfaction surveys. Additionally, a Time-focused VfM score was also added to reports in 2022, reflecting the need for RDA to specifically focus on improving the timing of project delivery.

Completed Projects Assessed in 2022	Value for Money Score (/100)
Anegada Admin Complex	84.21
Ballast Bay	100.00
Bregado Flax Educational Centre	72.50
Bregado Flax Internal Walls	50.00
Flax Admin	75.00
Great Mountain Road Activities	78.95
Ridge Road (Hope and Little Dix Hill	73.68
RTPS Phase II and Financial Crimes	97.37
Vanterpool Admin	92.50
VG Bath	60.53
Water Network Improvement	57.89
Average	76.60

Assessment Reports have been published on the RDA's website and are also available for viewing through the regularly updated VfM Dashboard.

As part of its performance reporting function, in 2022 M&E produced two Performance Dashboards demonstrating the RDA's progress in delivering results for the people of the Territory, namely 'RDA by the Numbers' and 'Results Brought to You'.



Figure 9: RDA by the Numbers Dashboard

RESULTS BROUGHT TO YOU BY:



GOVERNMENT OF THE VIRGIN ISLANDS
Premier's Office



VIRGIN ISLANDS RECOVERY AND DEVELOPMENT AGENCY

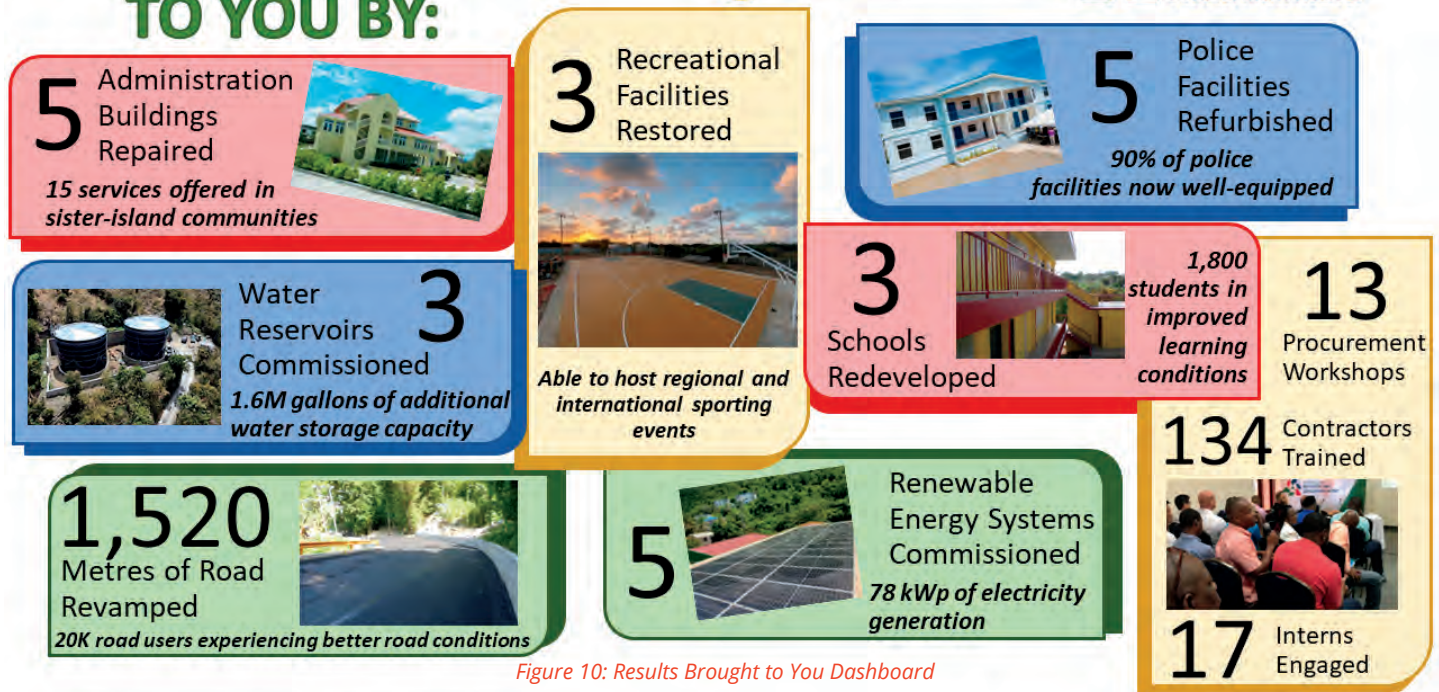


Figure 10: Results Brought to You Dashboard

Both Dashboards are updated and published monthly as part of the RDA's Monthly Reports which is a mechanism for accountability to the Premier's Office and to the public.

HOW DID WE DO?

PERFORMANCE ANALYSIS

During the year 2022, the RDA successfully completed a total of twelve (12) activities across eight (8) different projects. These projects contributed to specific sectors, including Roads, Government Buildings and Systems, Security and Safety, Education, Recreation and Renewable Energy. It is important to view the RDA's achievements in completion of these projects, within the context of the assignment entrusted with the Agency to carry out on behalf of the Government of the Virgin Islands, and by extension, on behalf of the people of the Virgin Islands.

It was originally envisioned that the RDA's assignment would be delivered through approval of the drafted Implementation Schedule (IS), regularly setting out and revising our annual work programme in terms of project implementation. While the latest IS has still not been officially endorsed by GoVI's Cabinet, it has been approved by the RDA's Board, an absent official Central Government endorsement, and has been used as a guide for project implementation. Alongside the projects in the Implementation Schedule, the RDA has also been assigned a number of projects by Central Government on an ad-hoc basis. These projects have subsequently been integrated into the overall recovery programme, delivering results for the people of the Territory.

The Scorecard tables below present the RDA's progress in delivering projects within the Implementation Schedule that were funded and scheduled to be delivered in 2021 and in 2022. Based on this analysis, as at 31 December 2022, the RDA has been able to successfully complete 92% of the twenty-five funded projects within the Implementation Schedule that were scheduled to be delivered in 2021 (Scorecard 2021). Additionally, by the end of 2022, the RDA was able to successfully bring to a close 67% of the nine funded projects that were scheduled to be completed in 2022 (Scorecard 2022). Overall therefore, of the 34 funded projects scheduled to be completed in 2021 and 2022, the RDA has successfully delivered 85.3% or 29 project interventions, with an additional four currently in progress.

In analysing the overall progress of the Agency in delivering all projects within the Implementation Schedule, whether funded or not, of the 70 total projects assigned to the Agency through the Implementation Schedule or other ad-hoc methods, as at 31st December 2022, the RDA has successfully implemented a total of 38 project interventions, or 54%. This implementation percentage is up from 46% achieved at the end of 2021. Successful completion of assigned projects toward achievement of outlined outcomes while ensuring Value for Money for the people of the Territory ultimately summarises the primary objective of the RDA.

Going forward, it will be important that a revised Implementation Schedule is approved by the Cabinet to formally establish the work programme of the Agency, and to build towards inculcating progress made by the RDA in our efforts to push forward the recovery and development mandate of the Government.

IMPLEMENTATION PROGRESS

SCORECARDS

Funded Projects from Implementation Schedule for 2021	Project Status (End of 2022)			Value for Money Score
	Completed	In Progress	Not Started	
Ballast Bay/Windy Hill	✓			100/100
Great Mountain 1	✓			78.95/100
Great Mountain 2	✓			
Hope to Sabbath Hill	✓			73.68/100
Little Dix Hill	✓			
Bob's Gas Station	✓			TBD
Long Trench	✓			TBD
Fish Bay	✓			TBD
Carrot Bay Reservoirs and Metering	✓			57.89/100
Long Bush Reservoirs and Metering	✓			
Zion Hill Reservoirs and Metering	✓			
Vanterpool Administration Building	✓			92.5/100
Anegada (Theodolph Faulkner) Administration Complex	✓			84.21/100
Flax Administration Building	✓			75/100
North Sound (John George) Administration Building	✓			67.5/100
Jost Van Dyke Administration Building	✓			65/100
Anegada Police Station	✓			84.21/100
Road Town Police Station	✓			73.68/100
Bregado Flax Educational Centre	✓			72.5/100
Leonora Delville Primary School	✓			TBD
Ivan Dawson Primary School	✓			
Jost Van Dyke Clinic	✓			
VG Sports Complex (A. Jeffrey Caines Sports Arena)	✓			
Marine Base		✓		
AO Shirley Recreation Grounds		✓		
Percentage of Funded Projects for 2021 Completed		92%		

Funded Projects from Implementation Schedule for 2022	Project Status (End of 2022)			Value for Money Score
	Completed	In Progress	Not Started/ On Hold	
Elmore Stouff High School Redevelopment	✓			TBD
Anegada Police Station	✓			84.21/100
Judge's and AG's Residence (Estate House #1)	✓			TBD
Enis Adams Primary School – Renewable Energy	✓			TBD
Francis Lettsome Primary School – Renewable Energy	✓			
VG Police Station Additional Repairs	✓			
Jost van Dyke Primary School		✓		
West End Ferry Terminal		✓		
Halls of Justice			✓	
Percentage of Funded Projects for 2022 Completed		67%		

Status of Funded Projects for 2021 and 2022		
Completed	29	85.3%
In Progress	4	11.8%
Not Started/On Hold	1	2.9%
Total	34	

Status of Funded Projects for 2021 and 2022 as at 31 December 2022

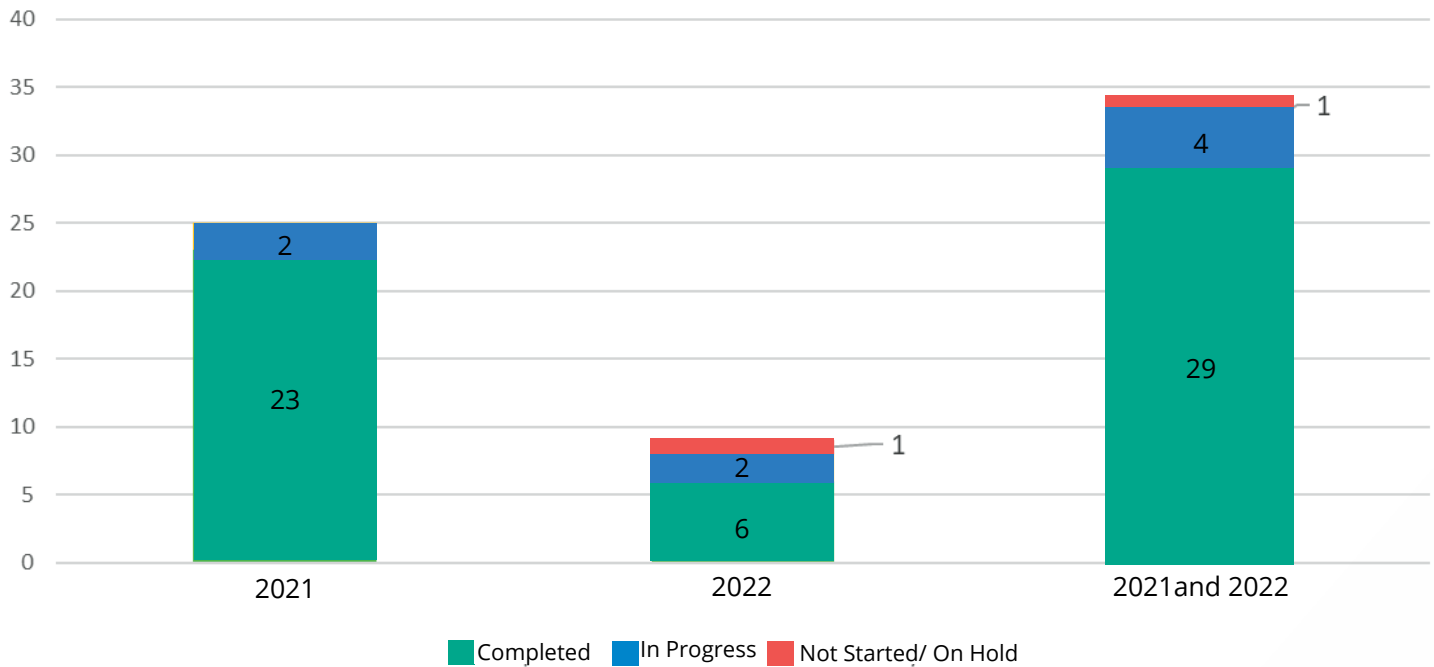


Figure 10: Results Brought to You Dashboard

OVERALL PROJECT IMPLEMENTATION PROGRESS

Progress on Implementing all Projects in Implementation Schedule - (Schedule ends in 2023)

KEY:

	Not in Implementation Schedule
Based on Implementation Schedule, to be completed:	
	Before 2022
	In 2022
	After 2022

All Projects from Implementation Schedule ROADS	Project Status (End of 2022)			Value for Money Score
	Completed	In Progress	Not Started	
Ballast Bay/Windy Hill	✓			100/100
Great Mountain 1	✓			78.95/100
Great Mountain 2	✓			
Hope to Sabbath Hill	✓			73.68/100
Little Dix Hill	✓			
Bob's Gas Station	✓			
Long Trench	✓			
Fish Bay	✓			
Brewers Bay to Luck Hill Road			✓	
Joe's Hill Road			✓	
Nail Bay Road VG			✓	
Johnson's Ghut Road			✓	
Sebastian's by the Sea to Long Bay Road			✓	
Cane Garden Bay Road from Soldier's Hill to the Wedding			✓	
Territorial Retaining Structures			✓	
Percentage of all Roads Interventions Completed	53%			

All Projects from Implementation Schedule WATER AND SEWERAGE	Project Status (End of 2022)			Value for Money Score
	Completed	In Progress	Not Started	
Carrot Bay Reservoirs and Metering	✓			57.89/100
Long Bush Reservoirs and Metering	✓			
Zion Hill Reservoirs and Metering	✓			
Upgrade and expand water supply and distribution network			✓	
Percentage of all Water and Sewerage Interventions Completed	75%			

All Projects from Implementation Schedule SEA PORTS	Project Status (End of 2022)			Value for Money Score
	Completed	In Progress	Not Started/ On Hold	
Sea Markers	✓			80/100
West End Ferry Terminal		✓		
Anegada Setting Point Jetty			✓	
Jost van Dyke Port			✓	
Percentage of all Sea Ports Interventions Completed	25%			

All Projects from Implementation Schedule GOVERNMENT BUILDINGS AND SYSTEMS	Project Status (End of 2022)			Value for Money Score
	Completed	In Progress	Not Started	
Vanterpool Administration Building	✓			92.5/100
Anegada (Theodolph Faulkner) Administration Complex	✓			84.21/100
Flax Administration Building	✓			75/100
North Sound (John George) Administration Building	✓			67.5/100
Jost Van Dyke Administration Building	✓			65/100
Environmental Health and Department of Waste Management Building			✓	
Percentage of all Government Buildings and Systems Interventions Completed	83%			

All Projects from Implementation Schedule SECURITY & SAFETY FOR ALL	Project Status (End of 2022)			Value for Money Score
	Completed	In Progress	Not Started/ On Hold	
Anegada Police Station	✓			84.21/100
Road Town Police Station	✓			73.68/100
Marine Base		✓		
VHF Trunking Network			✓	
VG Police Station Additional Repairs	✓			
Judges and Attorney General's Residences (Estate House)	✓			
Halls of Justice			✓	
Police Headquarters			✓	
Percentage of all Security & Safety for All Interventions Completed	50%			

All Projects from Implementation Schedule EDUCATION (SCHOOLS)	Project Status (End of 2022)			Value for Money Score
	Completed	In Progress	Not Started	
ESHS Demolition	✓			100/100
ESHS Temporary Classrooms and CTL Improvements	✓			75/100
BFJS Internal Walls	✓			50/100
Bregado Flax Educational Centre	✓			72.5/100
Eslin Henley Richez School		✓		
Elmore Stoutt High School Rehabilitation	✓			
Jost Van Dyke Primary School		✓		
Isabella Morris School			✓	
Percentage of all Education (Schools) Interventions Completed	63%			

All Projects from Implementation Schedule RECREATION	Project Status (End of 2022)		
	Completed	In Progress	Not Started
VG Sports Complex (A. Jeffrey Caines Sports Arena)	✓		
AO Shirley Recreation Grounds		✓	
Anegada Recreation Grounds		✓	
Restoration of public recreational facilities Territory-wide		✓	
Percentage of all Recreation Interventions Completed	25%		

All Projects from Implementation Schedule HOUSING	Project Status (End of 2022)			Value for Money Score
	Completed	In Progress	Not Started/ On Hold	
Housing Repairs	✓			70/100
Temporary Housing	✓			50/100
Social Housing			✓	
Percentage of all Housing Interventions Completed	67%			

All Projects from Implementation Schedule WASTE AND DEBRIS MANAGEMENT	Project Status (End of 2022)			Value for Money Score
	Completed	In Progress	Not Started/ On Hold	
Special Debris Clearance	✓			64.71/100
Incinerator Dismantling	✓			73.68/100
Relocate Tortola Landfill		✓		
Solid Waste Management		✓		
Percentage of all Housing Interventions Completed	50%			

All Projects from Implementation Schedule TOURISM	Project Status (End of 2022)			Value for Money Score
	Completed	In Progress	Not Started/ On Hold	
VG Baths	✓			60.53/100
Visitor centres and concessions Territory-wide			✓	
Derelict Marine Vessels			✓	
Copper Mine Point Ruins			✓	
Percentage of all Tourism Interventions Completed	25%			

All Projects from Implementation Schedule FISHING	Project Status (End of 2022)		
	Completed	In Progress	Not Started/ On Hold
Reconstruct Fisherfolks Docks Territory-wide			✓
Percentage of all Fishing Interventions Completed	0%		

All Projects from Implementation Schedule MUSEUMS AND LIBRARIES	Project Status (End of 2022)		
	Completed	In Progress	Not Started/ On Hold
Restore Museums, Historical and Heritage Sites		✓	
Central Library and Territorial Archives Unit		✓	
Percentage of all Museums and Libraries Interventions Completed	0%		

All Projects from Implementation Schedule ENVIRONMENT	Project Status (End of 2022)			Value for Money Score
	Completed	In Progress	Not Started/ On Hold	
Marine Survey	✓			72.5/100
Leonora Delville Primary School – Renewable Energy	✓			TBD
Ivan Dawson Primary School – Renewable Energy	✓			
Jost Van Dyke Clinic – Renewable Energy	✓			
Enis Adams Primary School – Renewable Energy	✓			
Francis Lettsome Primary School – Renewable Energy	✓			
Power Boxes		✓		
Percentage of all Environment Interventions Completed	86%			

Figure 7: Implementation Progress

OVERALL PROJECT IMPLEMENTATION PROGRESS

STATUS OF PROJECTS FROM IMPLEMENTATION SCHEDULE, ETC.

Completed	38	54.3%
In Progress	12	18.6%
Not Started/On Hold	20	27.1%
TOTAL	70	

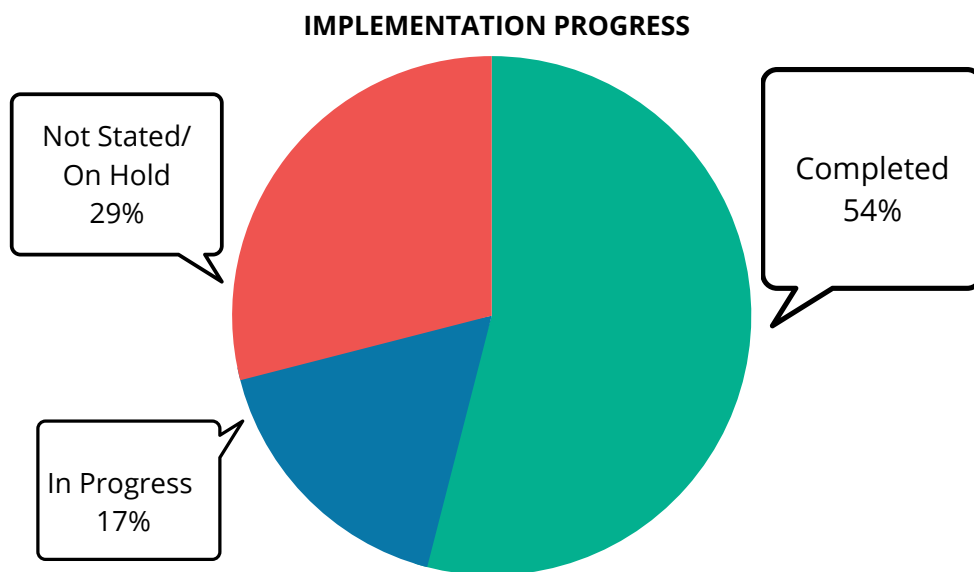


Figure 12: Implementation Progress

IMPLEMENTATION PROGRESS FOR ALL PROJECT INTERVENTIONS 2021 AND 2022

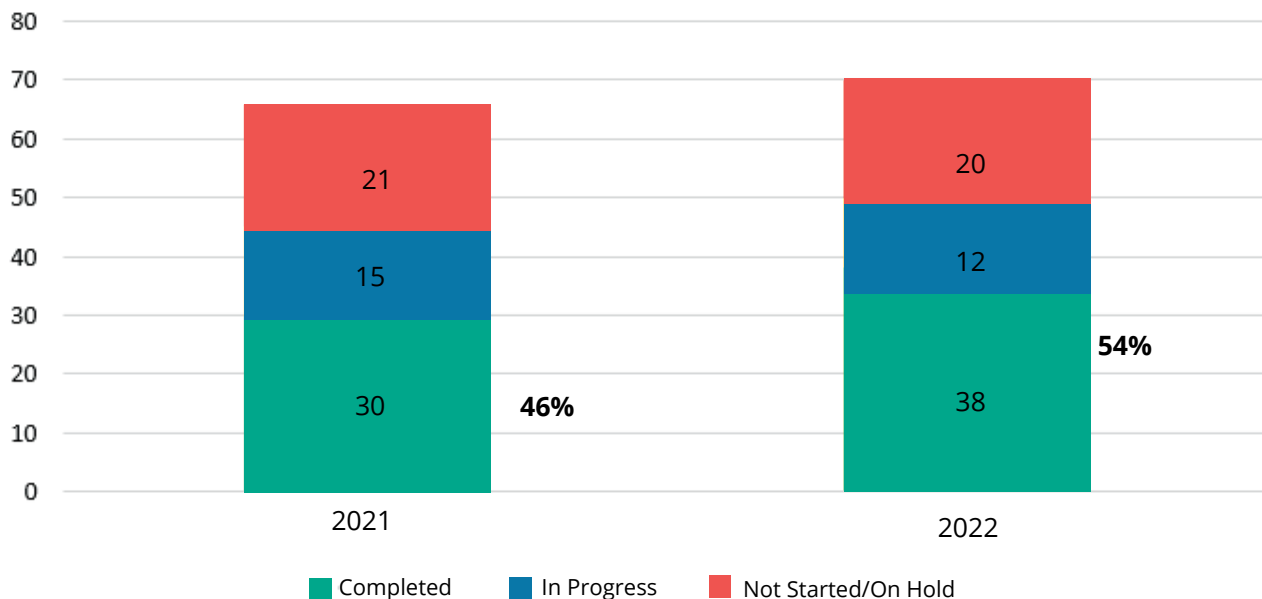


Figure 13: Implementation Progress for All Project Interventions 2021 and 2022

VALUE FOR MONEY

The RDA aims to secure Value for Money (VfM) in implementing project interventions on behalf of the people of the Territory. The RDA's efforts to ensure VfM in project delivery include implementing a rigorous planning process including signed-off Statements of Requirement; upholding best-practice procurement practices to ensure competitive processes; being held accountable to project management targets for time, money and quality; regular monitoring, evaluation and reporting on project progress and achievement; and engaging stakeholders and the wider community throughout the project cycle.

The RDA uses its developed VfM Framework to assess completed projects' achievement of VfM across four areas, termed the four Es, namely Economy, Efficiency, Effectiveness and Equity. Generally, the RDA has achieved high scores in terms of Output and Outcome Effectiveness, demonstrating achievement of planned project outputs and contributions to broader outcomes. Challenges have been observed in terms of the timely delivery of project interventions, with lower scores on Schedule and Time Efficiency within the Framework. The RDA has aimed to remedy these deficiencies through closer planning relationships with Central Government and a more rigorous planning process, which better considers stakeholder requirements. More detailed, careful planning at the outset helps to prevent delays further along in the project cycle.

Improvement of the RDA's achievement of VfM over time is evidenced by an examination of VfM Scores over Time, which demonstrates a positive trajectory achieved in overall scores.

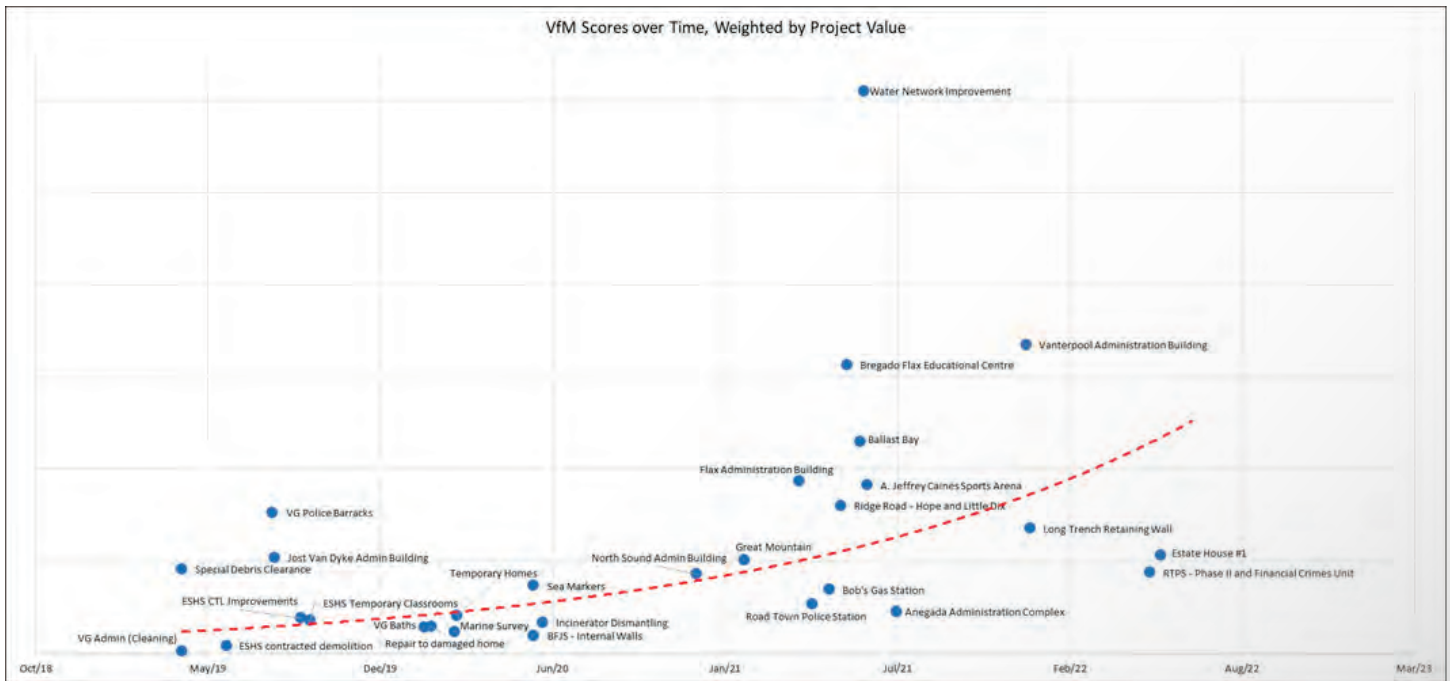


Figure 14: Project Scores

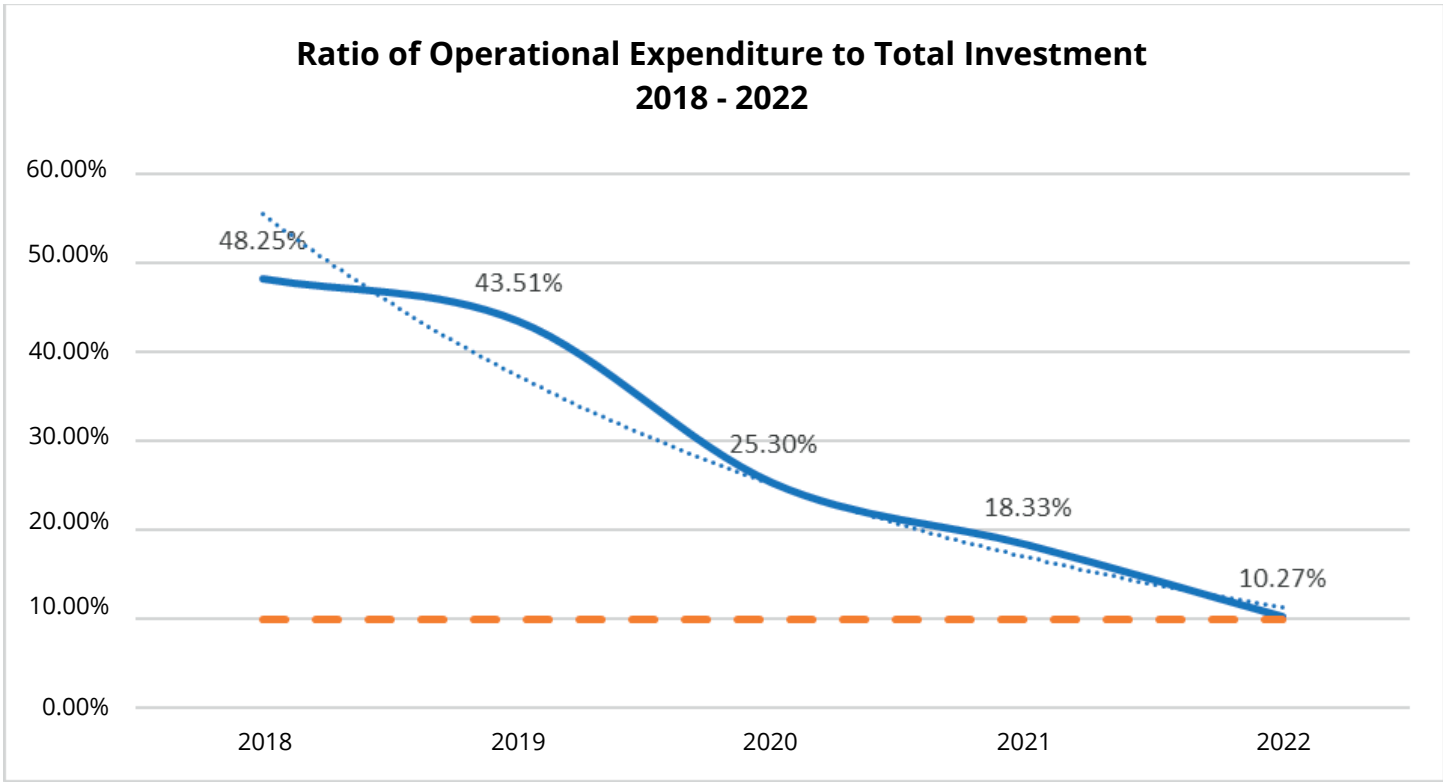


Figure 15: Ratio of Operational Expenditure to Investment 2018-2022





THIRD PARTY VALIDATION



THIRD PARTY VALIDATIONS

The Government of the Virgin Islands commissioned a Statutory Boards Review^[1] in the Virgin Islands because of deficiencies in, governance, practices and operational norms identified in the commission of inquiry of 2021. Among 18 statutory boards examined, the RDA was identified a one of two boards that met and, in some cases, exceeded the Organisation for Economic Co-Operation and Development (OECD) standards. These standards were examined across 28 specific areas including, independence, operational policies, and competitive procurement. Here is a direct quote from the report.

“Two statutory boards should be singled out as the gold standard among statutory boards, namely, the International Tax Authority (the “ITA”) and the Recovery and Development Agency (the “RDA”). Among all statutory boards the ITA and RDA have been found to meet all international standards for their establishment, maintenance and the powers exercised with respect to them and exemplify how a statutory board should operate.”

(Jamal S. Smith, 2022, pgs. 9 – 10)

In the report the RDA was identified in several instances as being leaders in transparency. The summary on the RDA is quoted as follows.

‘... the knowledge and experience gained through one of the best managed statutory boards in the Virgin Islands should be replicated for other statutory boards. The RDA has an excellent website that provides full details about the Board members which is easily accessible. The board is diverse in every respect, and it is by far the most transparent and open board in the Virgin Islands’ (Jamal S. Smith, 2022, pg 55).

The report confirms validates the work of the efforts of the Virgin Islands recovery and development agency to provide values for money for the government and people of the Virgin Islands, in open, transparent and fair manner.

The RDA has an exemplary procurement process, where goods and services are subject to a request for proposal process that can be publicly accessed and scrutinized.

(Jamal S. Smith, 2022, pg. 64)

¹“2022 Statutory Boards Review: Final Report of Reviewer, Jamal S. Smith LL.B. (Hons.), FCI Arb.”



CHALLENGES



CHALLENGES

Over time, the RDA has been faced with many challenges; however, by proactively examining these challenges and implementing specific actions and tasks to address them, the RDA have been able to overcome most of its challenges. Currently (as of the end of 2022) the RDA is confronting several issues that have the potential to materially affect the way it operates.

WINDUP UNCERTAINTIES

The position of the Government of the Virgin Islands on the future of the RDA remains somewhat unclear. While it is obvious that there are strong advocates for the continued existence of the Agency with a mandate that allows it to go beyond recovery and development, until a clear decision is made (via cabinet and the House of Assembly) on the form that the Agency is to take in the future, or whether it will continue to exist. This uncertainty poses a risk to the Agency, its employees, and the long term planning (vital for the effective application of resources) which can be compromised

TIGHTENING FISCAL SPACE

The Virgin Islands is in dire need of a revitalised infrastructure, and the RDA as an institution with the capacity to rebuild the same, to the standard required, is unable to do so without the financial resources needed. These financial resources would have a direct impact on the liquidity of the Government of the Virgin Islands and be consequentially faced with constraints that challenge its ability to invest in its infrastructure. Although the fundraising function of the RDA is intended to and can augment the funds available to the Government of the Virgin Islands through the RDA, the limitation still exists and must be addressed by careful prioritisation of the projects linked to the Government of the Virgin Islands.

PRIORITISATION BY GOVERNMENTS OF PROJECTS

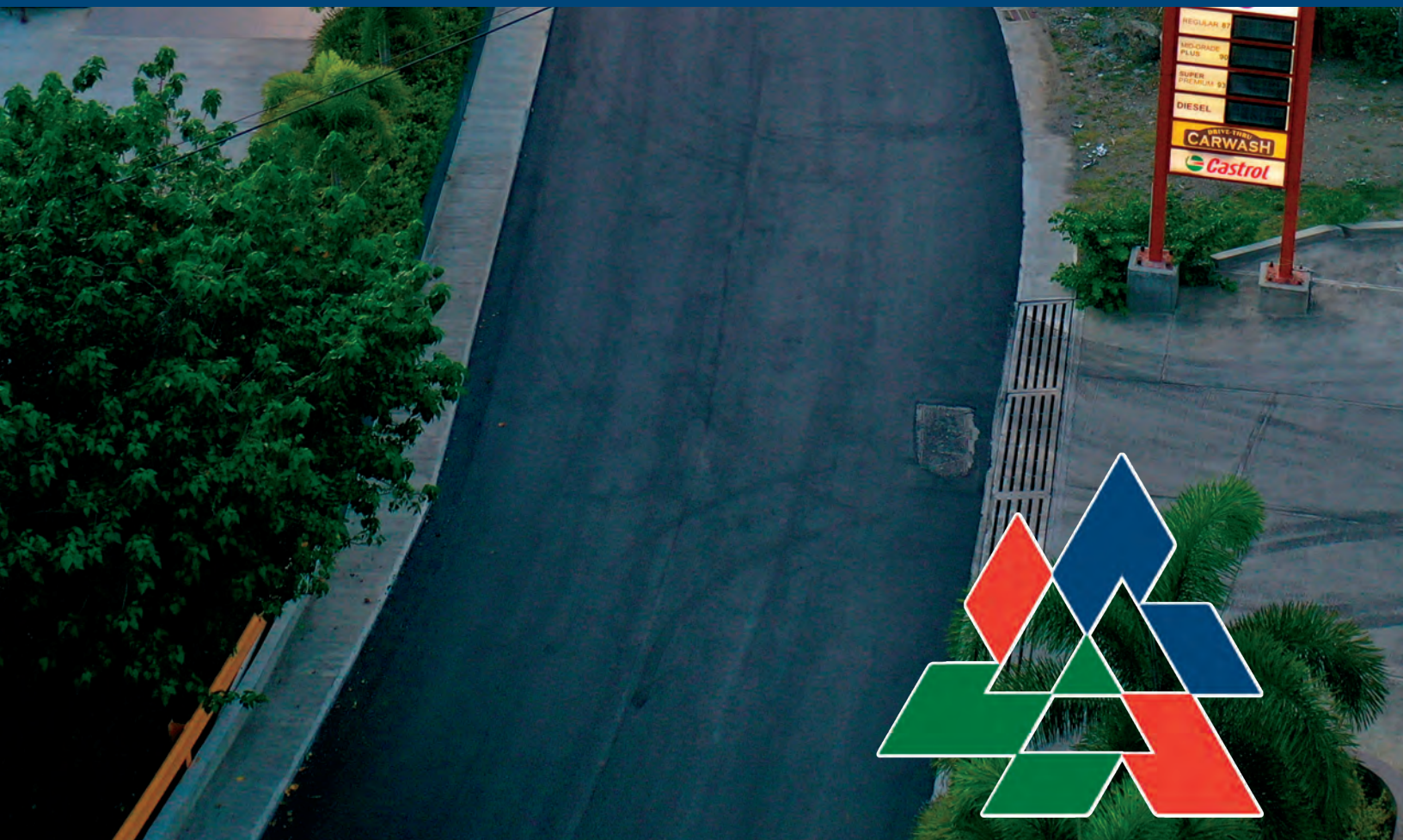
The GOVI has always had challenges with the prioritisation of infrastructural projects. Fundamentally, on close examination, it appears that there is no comprehensive framework that is accepted (by all) for the way in which projects are sequenced for execution. This has materialised into uncertainty regarding the projects that are assigned to the RDA. Unfortunately, although the RDA is designed to make well informed recommendations on the sequencing of projects through methodologies and its employees in the production of its implementation schedule, this capability has not been utilised by Central Government to date. Ultimately, the RDA is left in the unfortunate position of having to take on projects on an ad-hoc basis, which disallows the RDA's ability to realise maximum effectiveness.

MISUNDERSTANDING OF RDA'S ROLE

The RDA's mandate is the implementation of the Virgin Islands Recovery and Development Plan. To do this, it has three specific streams: project implementation, fundraising (to resource the projects that are assigned to it), and capacity building. The RDA is not responsible for the maintenance of structures once they are completed, nor is it free to take on projects that are not assigned to it by central government and other statutory bodies, nor can it embark on projects in its present form, that do not support the recovery and development plan. Despite this however, it is often unclear to stakeholder the wide spectrum that is covered by the RDP and the links the projects in the RDA are connected to. This misunderstanding may be the reason for some resistance to the RDA, in some sectors of the BVI.



LOOKING FOWARD



LOOKING FORWARD

The RDA was set up as a medium-term solution to implement the Virgin Islands Recovery and Development Programme. This mandate required that it was to be wound up in the first quarter of 2023. Due to the admirable performance of the Agency, the Cabinet granted an extension to the Agency in 2022 up to December 2025; the RDA submitted a strategic plan in support of the agency's activities over the same period. Additionally, this strategic plan included an option and recommendation for the transformation for the Agency in to permanent establishment responsible for the implementation of the Government of the Virgin Islands development plan.

In 2023, the West End Ferry Terminal is expected to be a major project, the Jost Van Dyke Educational Facility is expected to be completed, and construction of the Eslyn Henley Richez Learning Centre should commence by the second quarter of the same year. Other notable projects include the Joint Marine Base, and design and possible commencement of several other projects such as the Heritage Complex, which includes a national library, archives, performing arts centre and museum, and the design and possible commencement of a comprehensive waste management infrastructural solution on the four main islands of the Virgin Islands.

The RDA's workplan is guided by the Recovery and Development Plan (RDP) of the Government of the Virgin Islands. The implementation schedule is guided by and developed from the RDP and its approval is expected to serve as a schedule and cash flow forecast for the RDA's capital portfolio over a specific period (up to five years). Although the implementation schedule process is meant to provide central Government with clarity and a capital programme forecast for the RDA, the practice has been to express the capital programme of the RDA solely via the approved budget estimates. As a result, the RDA utilises the budgets as the source of its

PLANS FOR 2023

Currently, the Agency is focused on completing the remaining projects within its capital portfolio that have been funded by the Government of the Virgin Islands, and in so far as they are able to, through grants by benefactors towards other projects in the portfolio that are partially or not funded. Beyond the continued execution of its current mandate and the process of continued improvement that has become an integral part of its culture, the RDA is beginning to expand its fundraising efforts, beginning earnestly in 2023. This improved fundraising function has a target of over one million dollars in 2023, with expectations for future growth in the year following that. authorisation for capital works in any given year. The table that follows illustrates the planned capital programme (based on the 2023 budget estimates) for the RDA in 2023.

Activity	Sector	Relevant Outcome
Halls of Justice	Good Governance	Provision of safety, security and rights of our people and strength.
Marine Base		
West End Ferry Terminal	Resilient Infrastructure	Rehabilitated and expended port facilities and services throughout the Territory.
Project Management Development	Capacity Building	Firms trained to improve tender submissions, project, and business management skills; and young professionals exposed to practical fields.
ESHS Redevelopment	Cohesive empowered society	An education system that is modern and well resourced, providing opportunities for a highly skilled, globally competitive population that can participate and contribute to a sustainable Virgin Islands economy.
Eslyn Henley-Richez Special Needs Learning Centre		
Reconstruction of Isabella Morris Primary School		
Jost Van Dyke Primary School		Diversity of the Territory's cultural identity and heritage showcased with promotions of cultural, history, and traditions and cultivation of talent, arts, sports, and creative industries.
HLSCC Water Park		
Heritage Village (National Museum, Archives, National Library, Performing Arts Centre and Scouts/Guides Building)		
Trellis Bay Rest Area	Business and the Economy	A sustainable tourism destination with eco-friendly, low impact, high yield businesses that provide world class accommodation, a premier yachting destination, and a growing tourist industry.
Tortola Pier Park Solar Installation	Resilient Infrastructure	The protection and prioritisation of the environment for future generations embedding environmentally sustainable approaches to the use of the terrestrial and marine environmental, including for tourism, agricultural and fisheries and infrastructure.
Waste Management	Resilient Infrastructure	Comprehensive waste management with effective waste collection, disposal, and exportation centred around recycling.



RISK



RISK

The Virgin Islands Recovery and Development Agency adopts a proactive approach to the management of its risks. This is necessary to allow it to operate at a high level of functionality and to avoid, where possible, pitfalls that directly affects its effectiveness and provide the value for money which is the primary purpose as an institution.

Cause	Event	Consequence	Pre-Mitigation Assessment	Post-Mitigation Assessment
Eslyn Henley Delay	Relocation of current Magistrates Court is required to facilitate construction	Construction cannot begin until Magistrates Court is relocated OR magistrates court suspends operation	VERY HIGH	HIGH
Magistrates Court re-definition to Halls of Justice	Project began as the rebuild of the Magistrates Court and has evolved to the Halls of Justice	Does not fit the profile of the CDB RRL and is significantly over the budget allocated	HIGH	MEDIUM
Uncertainty about the potential windup or transformation of the RDA	RDA to begin divesting itself of works OR preparing for transfer to Central Government	Momentum lost in Virgin Islands capital rebuilding and improvement programme.	HIGH	LOW
Uncertainty about the potential windup or transformation of the RDA		Uncertainty among employees	HIGH	VERY LOW
Implementation Schedule not being approved	The implementation schedule for the RDA has not been approved in over three years	No certainty on capital programme for which the RDA is responsible affecting viability of fundraising programme.	MEDIUM	MEDIUM
Misunderstanding of RDA's role	Public representations being made to suggest that RDA is responsible for maintenance of infrastructure	RDA can be held responsible for tasks for which it has no mandate (or jurisdiction) thus jeopardizing its reputation and undermining confidence.	HIGH	LOW



CONCLUSION

As the premier institution responsible for the execution of the Virgin Islands Recovery and Development Plan, the RDA continues to focus on implementing effectively and in a manner that provides the highest value for money possible. The past year has demonstrated that as an institution, the RDA continues to improve on operations and service delivery. There has been noticeable improvements in its interactions with stakeholders, providing more buy-in and constructive dialogue with the general public; a concept that is relatively new in the Virgin Islands today and one which should be considered as a template for interactions between the public sector and the general public in the future. A pervasive culture of continuous improvement is a characteristic of RDA's operations and outlook. In addition to a highly committed and professional staff, this has served the institution well in being able to support GOVI in its recovery efforts.

The 2022 work year has been successful. Four (4) projects and three (3) activities were completed and handed over to the lead ministry, respectively. The Elmore Stoutt High School, the RDA's flagship project to date, began construction in April 2022, and reached substantial completion by November 2022, a whopping eight (8) months! On the heels of the ESHS reaching substantial completion, Jost Van Dyke's Multipurpose Educational Facility saw the completion of all earth works for the building's foundation and is well on its way to completion by Quarter Four of 2023. This work is but a mere reflection of the pace and focus of the RDA to deliver value for money to its stakeholders.

The institution is not without its struggles however, and one of the greatest challenges faced currently is the uncertainty surrounding the role that it may or may not play in the future development of the territory. On one hand a windup of its operations would be able to allow for the completion of a successful initiative that played a significant and critical role in the recovery of the Virgin Islands, and on the other hand, the government would be foregoing the opportunity to develop and attract the type of support that would be necessary to facilitate the advancement of the Virgin islands into a higher level of competitiveness. This advancement would enable economic success through the development of its infrastructure and internal capacity.

The RDA's Strategic Plan 2022- 2025 examines some of the infrastructure specific realities, and opportunities that would be key considerations for decision makers in mapping out the future of the territory, and the role that it would be able to play in it. Looking into the future, the RDA intends to maintain its focus on providing value for money to all stakeholders and fulfilling its mandates and commitment to the Government of the Virgin Islands in the implementation of the RDP.