



GOVERNMENT OF THE
VIRGIN ISLANDS

2023

ANNUAL REPORT



DEVELOPING RESILIENCE
DELIVERING RESULTS



VIRGIN ISLANDS
RECOVERY AND
DEVELOPMENT AGENCY

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



TABLE OF CONTENTS

Executive Summary	5	Our Logo	15
Statement by the Deputy Chairman of the Board of Directors	7	Institutional Arrangements	16
Statement by the Chief Executive Officer	9	Organisational Structure	17
Overview	11	Board of Directors	18
Mandate	11	Divisions	21
Vision	12	Corporate Governance	
Mission Statement	12	Programme Strategy	
Values	12	Programme Delivery	
Value Proposition Statement	12	Internal Audit	
Objectives	13	Processes (External)	29
Core principles	14	Processes (Internal)	30
Accountability		2023 in Brief	
Integrity		(a Chronological summary)	31
Value for Money		Project Implementation in Focus (Projects completed in 2023)	36
Governance		Cohesive and Empowered Society: Education	37
		Cohesive and Empowered Society: Recreation	37

TABLE OF CONTENTS

Project Implementation in Focus (Projects in progress in 2023)	39	Cohesive and Empowered Society: Waste and Debris Management	47
Resilient Infrastructure: Seaports	40	Capacity Building	49
Vibrant and Innovative Economy: Tourism	41	Supporting Project Implementation	51
Vibrant and Innovative Economy: Agriculture and Fishing	42	Performance Analysis	56
Nurtured and Sustainable Environment: Renewable Energy	43	Implementation Progress	57
Good Governance: Buildings & Systems and Security & Safety for All	44	Scorecards	57
Cohesive and Empowered Society: Education	45	Overall Project Implementation Progress	64
Cohesive and Empowered Society: Pride and Cultural Identity	46	Value for Money	65
		Challenges	68
		Looking Forward	69
		Plans for 2023	69
		Risk Management	71
		Conclusion	74



EXECUTIVE SUMMARY

The year 2023 marked our sixth year as the Virgin Islands Recovery and Development Agency (RDA), the key recovery and development partner of the Government of the Virgin Islands (GoVI). Continuing our quest to fulfil our three-pronged mandate of project implementation, fundraising and capacity building, the RDA has made continued progress in supporting the GoVI to pursue development outcomes for the people of the Territory.

In this year, the RDA implemented an additional \$9.2 million in infrastructural development in the Territory, leading to a total of \$52 million invested in infrastructure in the Territory since the RDA's formation in April 2018. Infrastructure investments have been made across five (5) distinct sectors and thirteen (13) subsectors, guided by the Recovery to Development Plan (RDP). In 2023, investments were made in Education and Recreation principally, but also in Roads, Ports, Waste Management, Renewable Energy, and Security & Safety.

Of particular note, the very beginning of the year marked the opening of the redeveloped Elmore Stoutt High School buildings, which facilitated the end of the protracted shift system at the school, with approximately 1,400 students returning to the school's main campus for the start of the Lent Term in January 2023. During the year, the Anegada Recreational Facility reached practical completion, including completion of the basketball court resurfacing as well as installation of perimeter fencing, lighting, benches, and playground equipment. This facility, the only of its kind on Anegada, was officially opened and handed over in October 2023, providing a much-needed recreational play space for students at the nearby Claudia Creque Educational Centre and in the wider Anegada community.

In December 2023, the Jost Van Dyke Primary School, a Multipurpose Educational Facility, achieved practical completion, creating the ability for teachers and students of Jost Van Dyke (JVD) to deliver and receive instruction right on-island rather than being forced to be transported to Tortola, a situation that eventuated due to the severely deteriorated status of and flooding concerns in the previous school building. The handover and official opening of the JVD school has also provided a facility and opportunity for the JVD community to hold trainings, meetings, and other community gatherings in a public space.

Alongside project implementation, during 2023, the RDA hosted our fourteenth and fifteenth contractor training workshops, providing guidance on tools and concepts to improve bidders' tenders and strengthen contractors' accountability in the implementation of RDA linked projects. These training sessions, held in February and March 2023, reached twenty-seven (27) distinct contractors, suppliers, and vendors. Also within our capacity building mandate, in 2023, the RDA hosted seven (7) interns and three (3) trainees across project management, communication, administration, finance, philanthropy, and environmental management fields, providing young professionals with valuable work experience and exposure.

In terms of our third mandate of fundraising, at the end of 2023, the RDA had raised a total of \$4.5 million to supplement required contributions from the Government of the Virgin Islands. These inputs included funding from the UK's Foreign, Commonwealth and Development Office (FCDO), as well as private companies and non-governmental organisations, including significant support from the Unite BVI foundation.

Culminating this eventful year, at the end of 2023, the Virgin Islands Recovery and Development Agency (Amendment and Validation) Act, 2023, extended the life of the RDA to 31st December 2026. Over the next three years of our renewed mandate, the RDA looks forward to continuing work in partnership with Central Government in delivering projects, funding, and capacity building towards accomplishment of important development outcomes for the people of the Territory, continuing in our quest to build our Virgin Islands: Stronger, Smarter, Greener and Better.





DEPUTY CHAIRMAN
STATEMENT

It is my honour and privilege to present the 2023 Annual Report of the Virgin Islands Recovery and Development Agency (RDA), which sets out the remarkable achievements and progress made by the RDA in advancing recovery and development in the Virgin Islands.

The year 2023 was both challenging and rewarding. In spite of the challenges, the RDA remained steadfast in its mission to deliver high-quality projects and programmes that enhance the resilience and sustainability of the Virgin Islands. By engaging in effective collaboration in a manner that promotes competition, transparency and accountability, the RDA successfully implemented five major projects with activities across various sectors, including, but not limited to, infrastructure, education, and renewable energy.

These initiatives have improved the lives of residents and visitors of the Territory and have contributed to the achievement of the goals and objectives of the Territory's

Recovery Plan. The RDA also continued to strengthen its institutional capacity and governance by adopting best practices, improving procedures for transparency and oversight, engaging with stakeholders and partners, and ensuring value for money in all of its operations.

On behalf of the Board of the RDA, I express sincere gratitude and appreciation to all persons, communities and stakeholders who have supported the RDA's work in 2023. In this regard, we take this opportunity to acknowledge His Excellency the Governor, the Honourable Premier and the Cabinet, the House of Assembly, the Management and Staff of the RDA, donors and financial institutions, contractors and consultants, civil society, and private sector

partners, and most importantly, the local communities we serve. Without your trust, co-operation, and support, none of our achievements would have been possible.

As we look forward to 2024, I am confident that the RDA will continue to deliver on its mandate and vision, with even greater excellence, integrity, and commitment. Together, we can build a stronger and more sustainable Virgin Islands for ourselves and future generations.

Mr. Jerry Samuel

Deputy Chairman of the Board
Virgin Islands Recovery and Development Agency



CHIEF EXECUTIVE OFFICER STATEMENT

It is a pleasure to present the 2023 Annual Report of the Virgin Islands Recovery and Development Agency (RDA).

This report highlights the achievements, challenges and lessons learnt by the RDA in its mission to support the recovery and development of the Virgin Islands after the devastating impacts of territorial flooding and hurricanes Irma and Maria in 2017.

The RDA was established in 2018 as an independent body to oversee and implement the recovery and development of the Virgin Islands following the devastating impacts of the aforementioned natural disasters in 2017. The RDA's mandate is to ensure that the recovery and development projects are delivered in a transparent, accountable, efficient, and effective manner, in alignment with the Recovery to Development Plan (RDP) as well as the National Sustainable Development Plan (NSDP).

In 2023, the RDA continued to make significant progress in advancing the recovery and development agenda of the Virgin Islands. The RDA successfully completed and returned to government five (5) additional projects, now in public use, and initiated six (6) new projects, securing at least the preliminary funding for all of these. The total value of projects delivered by the RDA as at December 31, 2023, was \$52 million, with \$61 million in funding secured. The RDA has also leveraged its partnerships with various donors, stakeholders, and contractors to ensure that projects are delivered with high standards of quality, sustainability, and resilience. We took the opportunity to provide mentorship and training to seven (7) interns who have been further exposed to the processes and procedures at the

international level and are better equipped to further their professional and educational development.

As we enter 2024, the RDA remains committed to fulfilling its vision of transforming the Virgin Islands into a more resilient, prosperous, and sustainable territory. The RDA will continue to work closely with the Government of the Virgin Islands, contributors, stakeholders, and beneficiaries to deliver high-quality recovery and development projects that meet the needs and aspirations of the people of the Virgin Islands.

I take this opportunity to express my sincere gratitude and appreciation to the Board of Directors, the staff, consultants, contractors, donors, stakeholders, and beneficiaries of the RDA for their unwavering support, collaboration and contribution to the recovery and development of the Virgin Islands.

I look forward to working with all of you in 2024 as we continue to develop the Territory together.

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 Agency Act, 2018 and the Virgin Islands Recovery and Development Agency (Amendment and Validation) Act, 2023), that works hand in hand with Ministries to deliver projects under the Recovery to Development Plan (RDP) and align with the National Sustainable Development Plan (NSDP) – the Government’s ambitious plans 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 processes within a culture of continuous improvement; and
- Transparent and efficient procurement, demonstrating Value for Money (VFM) in accordance with international best practice.

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.

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.

VISION

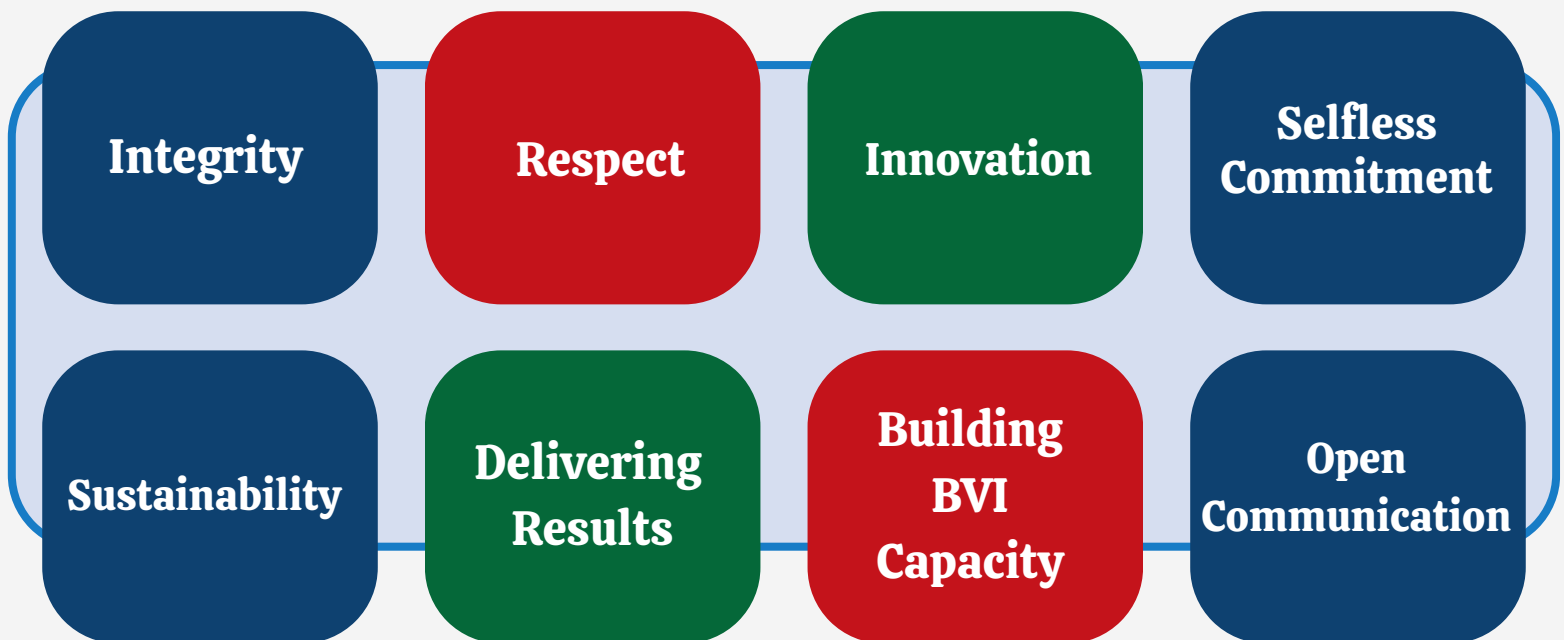
This vision is for the BVI to become a model for building stronger, smarter, greener and better, fostering a vibrant and innovative economy, cohesive and empowered society, nurtured and sustainable environment, resilient infrastructure, good governance and a high quality of life for all.

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.



VALUE PROPOSITION STATEMENT

The Virgin Islands Recovery and Development Agency delivers results to the Government and people of the Virgin Islands through full-cycle project management, transparent procurement processes, financial accountability, and a robust reporting framework.

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 Ag. Chairman, Mr. Jerry Samuel (Deputy Chairman) 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

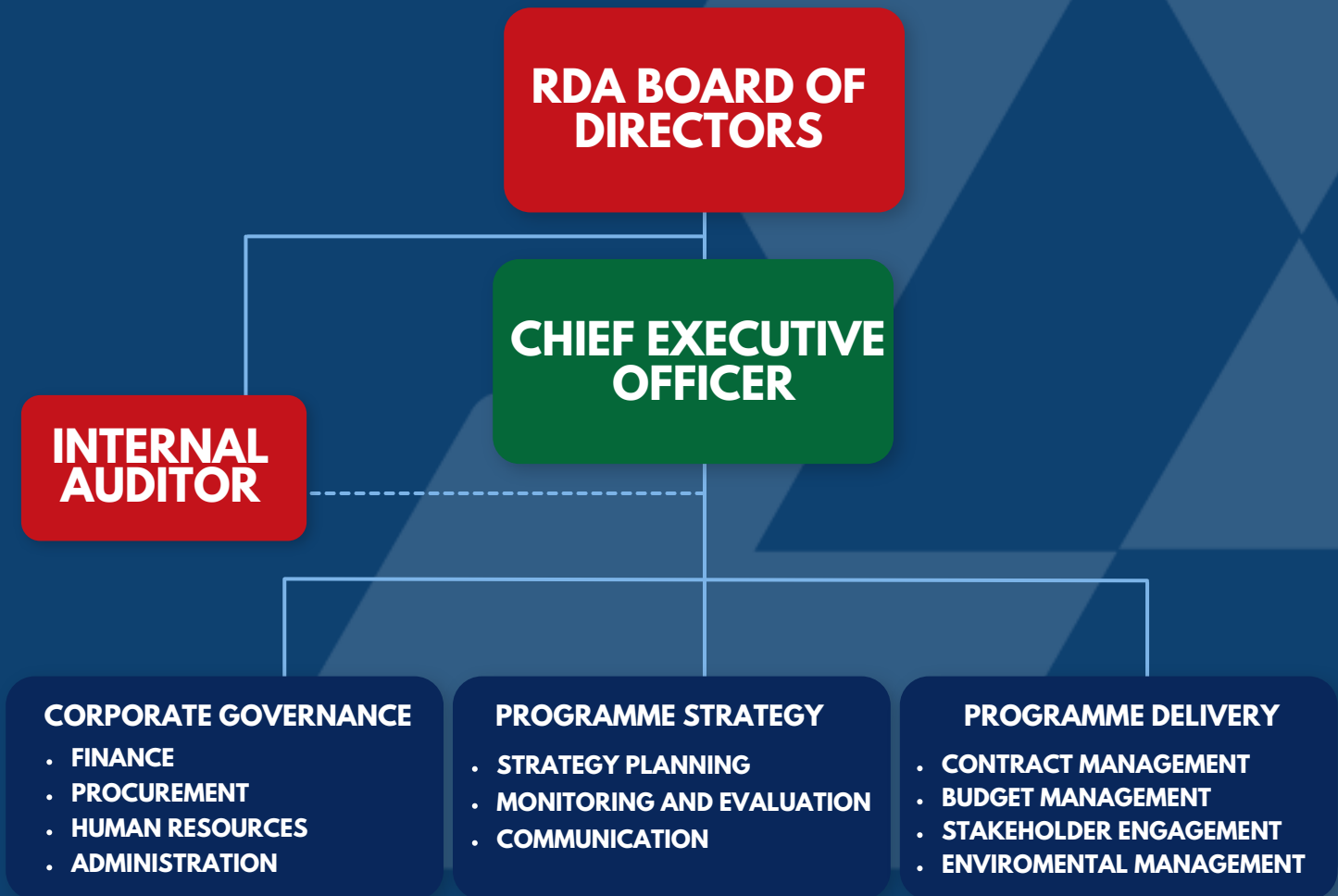


Figure 2 - Organisational Structure (RDA)

BOARD OF DIRECTORS

The Virgin Islands Recovery and Development Agency (RDA) was established by the Government of the Virgin Islands to oversee the implementation of the Recovery to Development Plan. The RDA is governed by a Board of Directors, which was built to have a complement that consists of nine members, excluding the ex-officio member. Currently, there are 8 members assigned to the RDA's Board.

The Board is responsible for setting the strategic direction of the RDA, as well as approving projects and budgets. The Board, with an established Executive Subcommittee, also appoints subcommittees to assist with specific aspects of the RDA's work, such as, fundraising and audit and risk matters. The Board and its subcommittees met regularly throughout the 2023 year to review the progress and challenges of the RDA's operations and to ensure accountability and transparency to the public and stakeholders.

The key governance principles that have been adopted by the RDA Board are:

- Transparency: More than compliance – willingness to inform/communicate.
- Fairness: Fair treatment of all minority groups and stakeholders.
- Accountability: It is about being accountable: duties and responsibilities.
- Corporate Responsibility: Sustainability, that is taking the environment and society into consideration.



JERRY SAMUEL

Deputy Chairman

BOARD OF DIRECTORS



BISHOP JOHN CLINE

Private Sector Representative



MR. MICHAEL FAY, KC

Civil Society Representative



MR. SHEA ALEXANDER

Sister Islands Representative



MRS. GERALDINE RITTER-FREEMAN

Governor's Representative



MR. MARQUESE MADURO

Youth Representative



DR. SAUDA SMITH

Donor Representative



MR. ALFRED ALSOP

United Kingdom Representative



MR. ANTHONY MCMASTER, CEO

Ex Officio Member

SUB – COMMITTEES

EXECUTIVE SUB-COMMITTEE

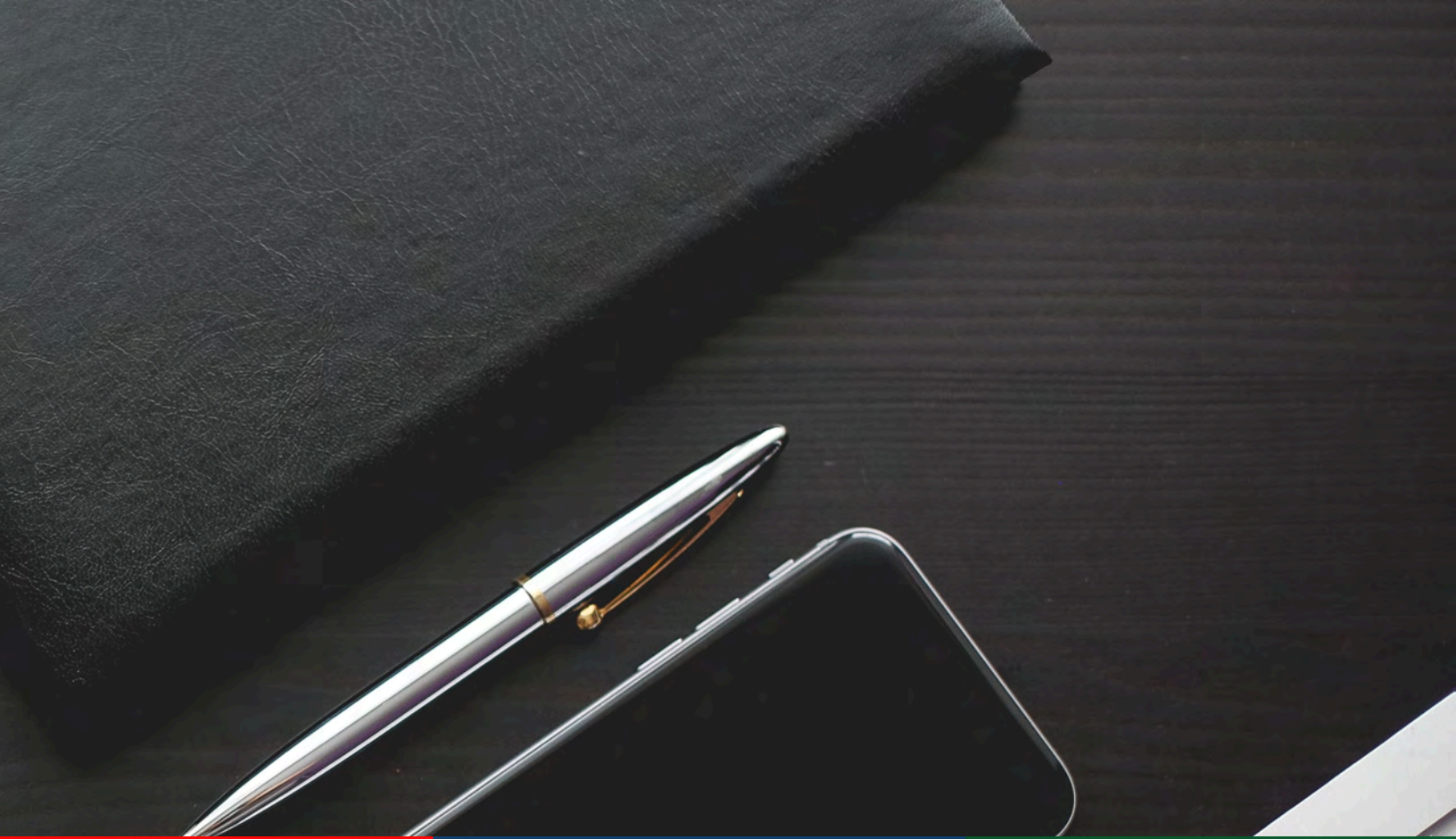
- JERRY SAMUEL, CHAIR
- SAUDA SMITH, MEMBER
- SHEA ALEXANDER, MEMBER
- MARQUESE MADURO, MEMBER
- ANTHONY MCMASTER, CEO

AUDIT AND RISK SUB-COMMITTEE

- JOHN CLINE, CHAIR
- GERALDINE RITTER-FREEMAN, MEMBER
- MICHAEL FAY, MEMBER
- ALFRED ALSOP, 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 management and operation of the RDA's procurement system is guided by eleven (11) Core Commitments and Principles, namely Accountability, Competition, Economy, Efficiency, Fairness, Integrity, Transparency, Value for Money, Capacity Development, Innovation, and Climate and Disaster Resilience.

To ensure transparency, compliance, and responsible procurement practices while optimising operational efficiency, the Procurement Unit ensures that potential conflicts of interest are properly addressed, procurement procedures are followed, and decisions are well-documented and regularly audited to promote transparency in supplier and contractor selections. The Unit maintains positive supplier and contractor relationships

which are enhanced through face-to-face capacity development procurement workshops.

CAPACITY DEVELOPMENT

Two capacity development procurement workshops were held in February and March 2023, respectively, which resulted in the training of representatives of twenty-seven (27) 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 2023, a total value of \$57,064,144 was committed for Contracts awarded and Purchase Orders issued for various projects:

Contracts/ PO	Contract Price (USD)	Qty of Contracts
<i>RDA Commitments:</i>		
CDB Projects	\$ 20,191,949.57	40
RDP Projects & other	\$ 36,037,307.91	112
Purchase Orders	\$ 834,886.13	136
Total RDA Commitments:	\$ 57,064,143.61	288

Table 1: Committed Contracts for the year 2023.

A total of \$59.06 million in Contracts was committed as at the end of December 2023, of which 96% relates to RDA commitments, while the remainder represents 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. The table and chart below demonstrates the distribution of committed contracts.

Location	Contract Value Distribution	Qty of Contracts
International	\$ 3,721,929.18	6.30%
Local	\$ 54,006,594.46	91.45%
Regional	\$ 1,329,016.88	2.25%
Grand Total	\$ 59,057,540.52	100.00%

Table 1: Committed Contracts by Location as at 31 December 2023

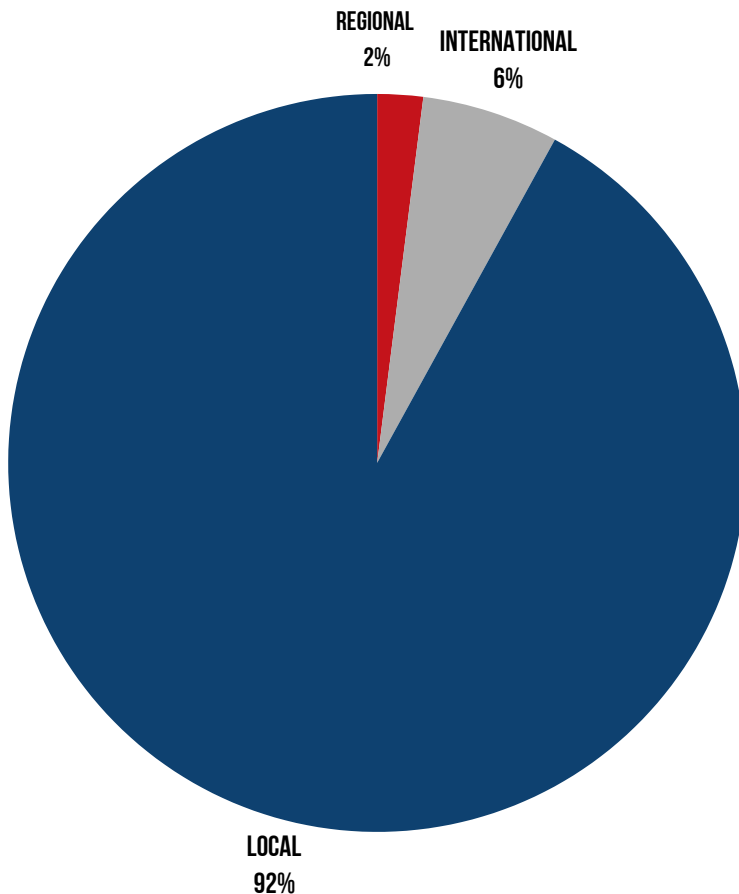


Figure 4: Committed Contracts by Location as at 31 December 2023

FINANCE

The Virgin Islands Recovery and Development Agency's Finance team ensures that the Agency's financial resources are used and reported in accordance with the Virgin Islands Recovery and Development Agency Act, 2018, and the RDA's internal Financial Management Policy.

The RDA's finances are electronically managed via a QuickBooks accounting system and segmented into four distinct accounts: Operational, Capital projects, CDB projects and the Virgin Islands Recovery Trust. The separation is necessary to monitor the cashflows of each category, while being able to combine them as needed, depending on the information needs of recipients and specific reporting requirements.

The Finance team maintains the responsibility of financial controls to keep the agency compliant with regulations local or international. The controls are strong enough to preserve the accuracy and confidence of the numbers and they do this by having a robust system of internal controls, policies, and procedures such as segregation of duties, documentation, and risk management. This also includes more specific tasks such as bookkeeping, budgeting & forecasting, cashflow management, expenditure processing payroll, fixed assets management, financial reporting and being the agency's audit lead.

For the 2023 financial year, capital projects expenditure reached \$7.2M and CDB projects expenditure reached \$2M, for a total of \$9.2M. The approved operational budget of \$1.9M accounted

for 21% of total project spending, and the ratio of operational expenditure to capital investment was 18.4%.

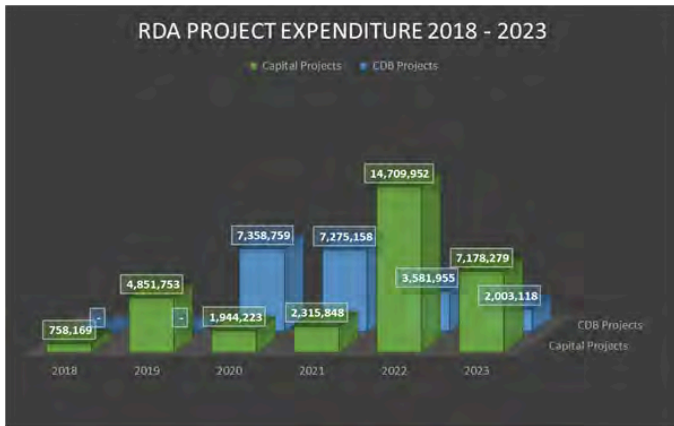


Figure : RDA's Project Expenditure from inception to 2023

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 that appropriate staffing are correctly placed and aligned to meet the challenges of the Agency and its clients. 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, ensuring employees are engaged and motivated to help the Agency succeed.

HR NEWS 2023:

- The Agency continues to develop the need for common interest to goal attainment and through its internal capacity development activities, such as internal trainings, staff presentations, and Lunch & Learn sessions, learning opportunities are provided to all staff. The key benefit of these events is that they allow for the common understanding of internal policies and procedures, programmes, projects, and strategies. Participation is required of staff to ensure the success of the policy/programme/project and by extension,

- Capacity Development: The Internship Programme is an opportunity for actively enrolled college students to familiarise themselves with the RDA as an organisation, working methods, as well as, to gain relevant working experience and earn some income to assist with expenses when they return to school. In 2023, the agency engaged seven (7) interns in the areas of business administration, communication, finance, project management, philanthropy and environmental management. Additionally, the Traineeship Programme allowed interns, with great promise, to continue into a one-year programme of working with the project team. The aim has been to help trainees gain knowledge and experience in their potential area of career interest. They can learn required skills toward their future jobs or academic pursuits by executing various real work duties over a long-term period. There were three trainees actively employed in 2023 in the areas of project management and environmental management.

- At the RDA, we understand the importance of having updated policies and procedures linked to relevant legislation and global developments. The Agency consistently monitors and evaluates our policies and procedures, and where necessary, provides amendments and updates for consideration by the Board of Directors. During the 2023 fiscal year, HR policies that were reviewed or were in the process of being reviewed are the Appraisal Policy, HR Policy Document, and the Remuneration Policy, all of which continue to allow for the Agency to function effectively and efficiently.
- Core positions filled in 2023 were: Senior Director of Development, Director of Programme Delivery, Internal Auditor, and Director of Programme Strategy.

- Additionally, to ensure continuity and support, two temporary staff members were hired in the positions of Procurement Assistant and Administrative Assistant.
- The RDA Social Committee has been active for a number of years. The purpose of the Social Committee is to increase employee engagement, boost morale, and improve the overall positive energy of the organisation. This year we celebrated Employee Appreciation Day with an employee bowling activity. Other activities included a nature hike, beach workout, game day, and Employee Feud.

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 Act of 2018, and the Board of Directors Board Charter. The Board and its subcommittees were provided with support throughout the 2023 work year at all meetings, as represented below.

Meeting Type	Number of Meetings
Ordinary Board Meetings	11
Extraordinary Board Meetings	2
Executive Subcommittee	11
Audit and Risk Subcommittee	5
Fundraising Subcommittee	5

The 67th through 77th meeting minutes were recorded and posted on the RDA's website for public viewing (<https://bvirecovery.vg/board-meeting-minutes/>).

Within this unit, administrative support is also provided to the Senior Management Team (SMT). In 2023, minutes were recorded and filed for 49 meetings of the 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. This oversight involves monitoring and reporting on the utilisation, maintenance, and condition of the office assets, as well as ensuring compliance with the relevant policies and procedures. The oversight further aims to optimise the efficiency and effectiveness of the office assets, as well as to identify and mitigate any risks or issues that may arise.

The fleet of the RDA consists of three vehicles that undergo regular maintenance and sanitation. Every quarter, the vehicles are serviced to ensure their optimal performance and safety and every two weeks, the vehicles are cleaned to keep them hygienic and presentable.



PROGRAMME STRATEGY

The Programme Strategy Department ensures alignment of the work of the Agency with the articulated priorities of the Government of the Virgin Islands, leads the programme initiation process, ensures effective communication with stakeholders, and measures the performance of the Agency and achievement of value for money.

In 2023, the Programme Strategy Department led initiation of six (6) projects in the RDA, through the process of developing and finalising Statements of Requirement (SoRs) between the RDA and the Government of the Virgin Islands. These projects were the Trellis Bay Welcome Centre, the Agriculture and Fisheries Complex, the Farmers' Reservoir, the National Cultural Centre, Archives, Library and Museum, the Immigration Multipurpose Training and Detention Centre, and the Water Optimisation project. The RDA has received funding for the preliminary stages of implementation of these projects, and through the planning and budgetary processes of Central Government, seeks to confirm required funding to bring these projects to completion.

Programme Strategy coordinates activities of programme initiation, stakeholder management, communication, and monitoring and evaluation for the Agency. To help in leading these processes, in 2023, the Programme Strategy Department developed the RDA Strategic Brief for 2024-2025. Aligned with the RDA Strategic Plan 2022-2025 and endorsed by the Board of Directors, the RDA Strategic Brief articulates the Agency's Vision, Mission and Value Proposition Statement, and states four (4) specific objectives,

in line with our mandates of project implementation, fundraising and capacity building, that the RDA aims to achieve over the next two years. The Strategic Brief also outlines prevailing risks facing the Agency and provides Key Performance Indicators (KPIs) and targets through which the RDA's performance over the next years will be measured.

Also in 2023, the Programme Strategy Department led development of the NSDP Infrastructure Plan which is based on the National Sustainable Development Plan (NSDP) finalised and endorsed by the Government of the Virgin Islands in early 2023. The Infrastructure Plan seeks to move forward implementation of the NSDP by specifying, prioritising, costing and scheduling projects emanating from the NSDP, to be implemented towards an improved quality of life for the people of the Territory. The RDA envisions that the Infrastructure Plan will assist GoVI in seeking funding whether through loans or grants, to meet the infrastructure development needs of the Territory, and thereby further cementing the role of the RDA in implementing infrastructural development in our Territory.

Going forward, the Programme Strategy Department will continue to play a key role in outlining the strategic objectives of the Agency, and in ensuring alignment of the Agency's work with the articulated priorities of the Government of the Virgin Islands, through coordination of programme initiation, stakeholder engagement, communication, and monitoring and evaluation.



PROGRAMME DELIVERY

The Programme Delivery Department is a key cog in the wheel of the Virgin Islands Recovery and Development Agency (RDA). The department leads the design, development, and delivery of the delegated programme of projects. Hence, the Programme Delivery Department is considered the nucleus and engine room of the RDA to deliver development to the people of the Virgin Islands.

In 2023, the Programme Delivery Department commenced construction of two (2) major infrastructure projects which included the Royal Virgin Islands Joint Marine Shore Base in February 2023 and the Eslyn Henley Richiez Learning Centre in September 2023. The former is expected to achieve practical completion in February 2024 whilst the latter is planned for completion in March 2025.

The restoration of the Anegada Recreation Facility achieved practical completion and the facility was officially handed over to the client, the Ministry of Education, Youth Affairs and Sports in October 2023. This allowed the community of Anegada to have access to public recreation facilities which were devastated during the hurricanes of Irma and Maria in September 2017.

In December 2023, the Jost Van Dyke Multipurpose Educational Facility achieved practical completion after commencing in September 2022. After utilising temporary accommodation since the passage of the hurricanes in September 2017, the newly constructed three (3) storey facility will provide

staff and students of the primary school with a resilient and permanent home on the island of Jost Van Dyke. The multifunctional facility will also offer the community access to services for their personal development.

The much-anticipated West End Ferry Terminal (WEFT), project achieved considerable milestones on the designs, specifications and approval from Town and Country Planning Department. On this trajectory, once a temporary facility has been constructed, the WEFT is planned to commence construction in 2024, subject to procurement and an award made to the preferred bidder.



INTERNAL AUDIT

The Virgin Islands Recovery and Development Agency (RDA) has always recognized the Internal Audit function as a cornerstone of effective governance. Following a year-long vacancy, we are pleased to report that our new Internal Auditor commenced their role on May 9, 2023. This appointment marks a significant stride in enhancing our governance and risk management frameworks.

Upon assuming their position, the Internal Auditor embarked on a comprehensive review and update of key governance documents. This initiative included revising the Internal Audit Charter, the Audit and Risk Sub-Committee Charter, the High-Level Framework for an Effective Internal Audit Function, and the Internal Audit Manual. These revisions aim to align our governance structures with best practices and evolving organizational needs.

During the year, the Internal Audit function completed three risk-based audits, which are integral to our commitment to transparency and accountability. These audits scrutinized critical areas:

- **Single Source Supplier Process:** This audit assessed the robustness of our procurement procedures, ensuring they meet ethical and efficiency standards.
- **Conflict of Interest Policy:** A thorough review was conducted to guarantee that our operations are free from conflicts of interest, maintaining the integrity of our decision-making processes.

- **Work from Home / Remote Working Policy and Practices:** Reflecting the changing work environment, this audit evaluated our remote working policies to ensure they continue to support productivity while safeguarding data security and employee wellbeing.

Furthermore, in collaboration with the Audit and Risk Sub-Committee, the Internal Auditor has developed a comprehensive Risk Assessment and Internal Audit Plan for the 2024 to 2025 period. This forward-looking plan encompasses 20 auditable areas across the Agency, demonstrating our proactive approach to risk management and internal controls.

The year 2023 has been pivotal in strengthening the RDA's governance framework. With the Internal Auditor's role actively contributing to our strategic objectives, we are better positioned to manage risks effectively, uphold accountability, and foster an organizational culture of continuous improvement.



PROCESSES (EXTERNAL)

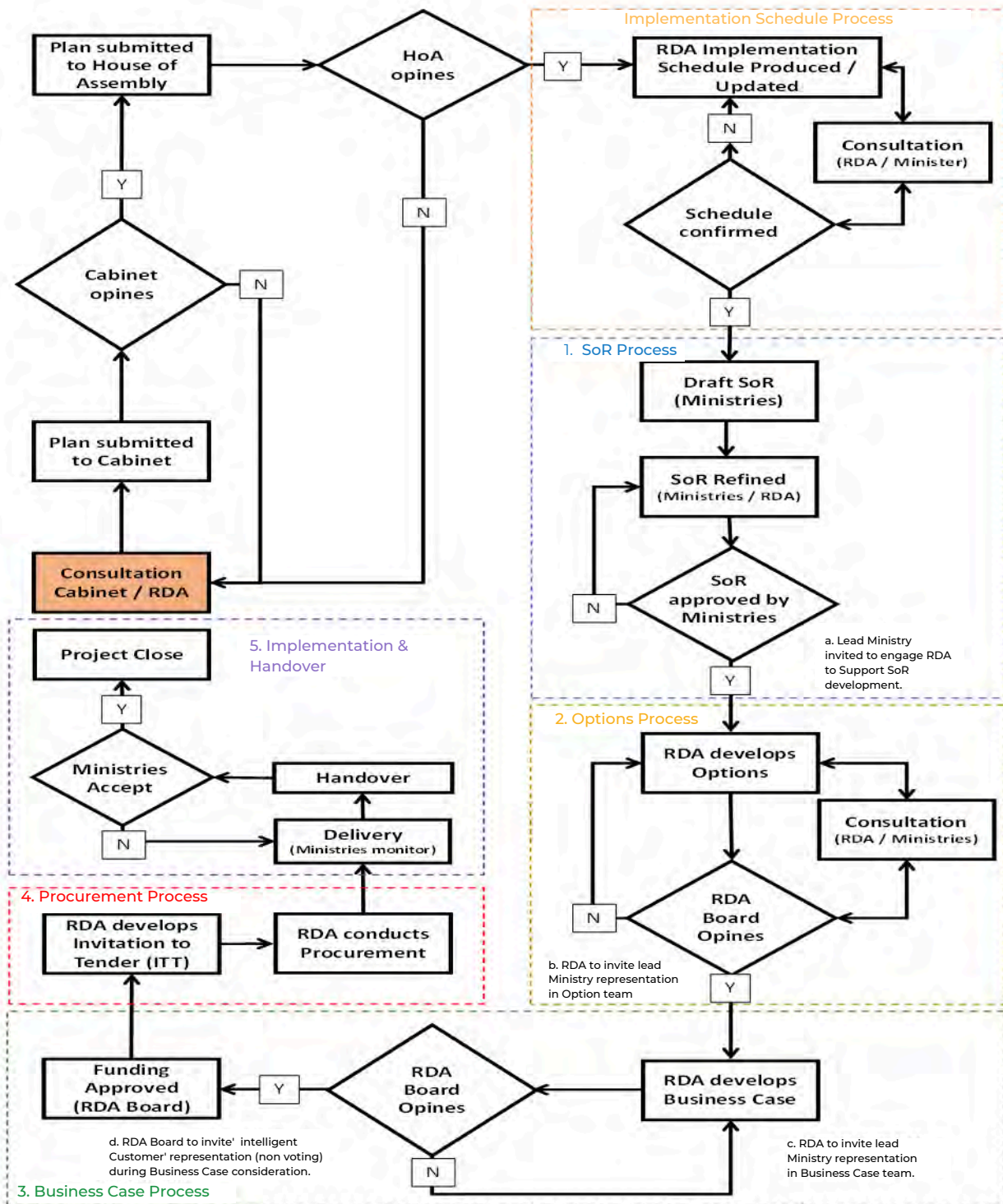


Figure 3: Pictorial of RDA Processes

PROCESSES (INTERNAL)

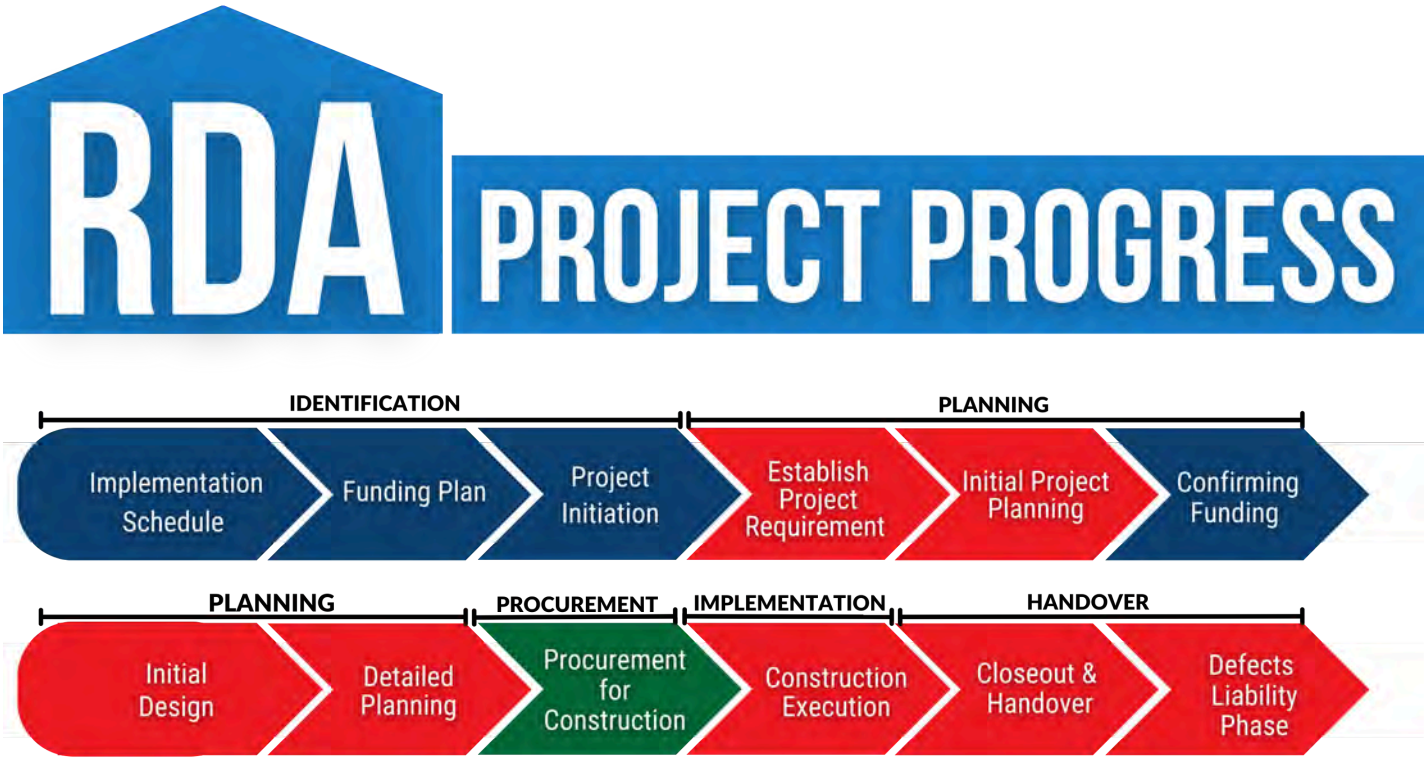
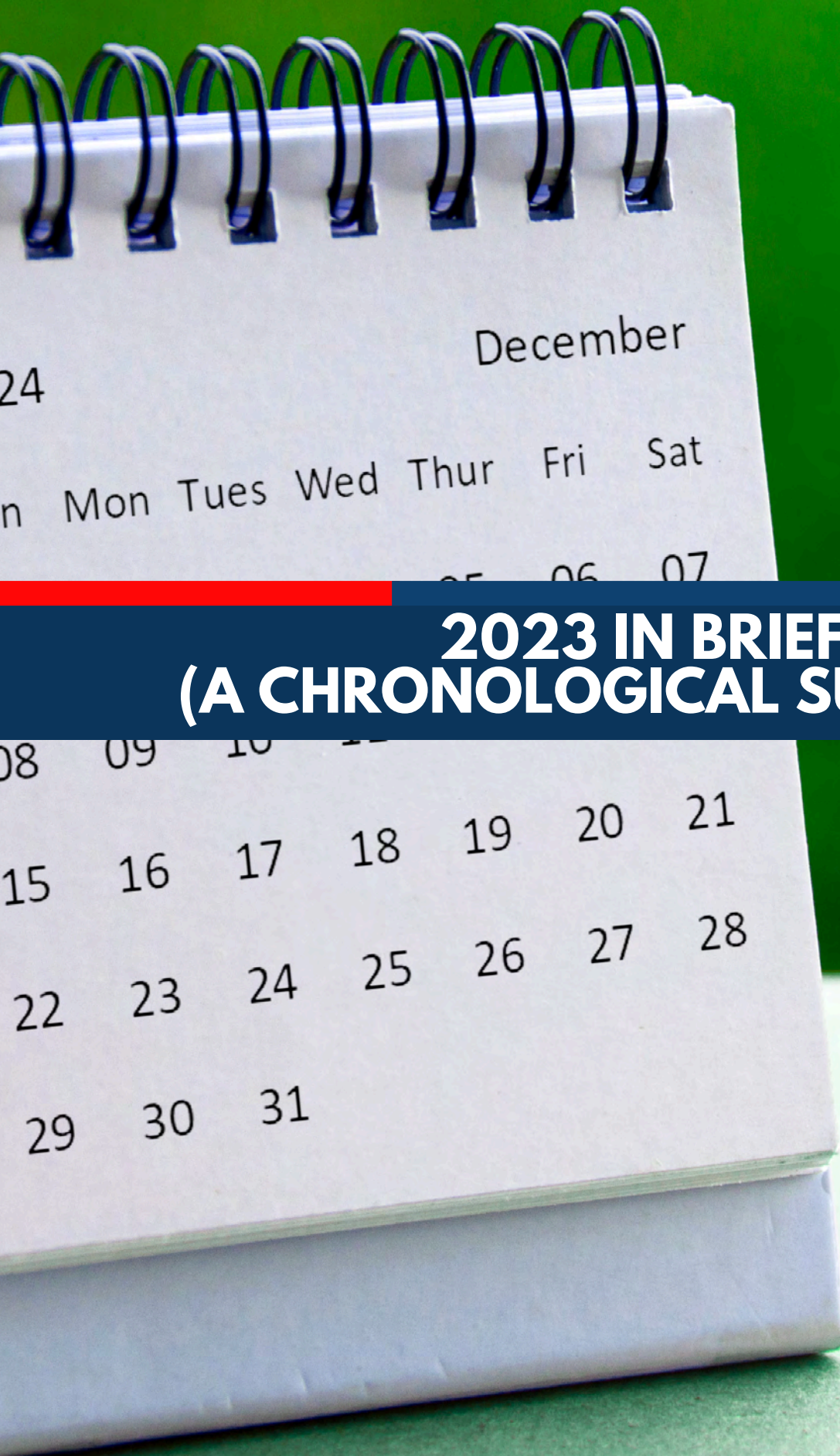


Figure 4: Internal Project life process



2023 IN BRIEF (A CHRONOLOGICAL SUMMARY)



1ST QUARTER

JANUARY



ESHS OFFICIAL OPENING



CONTRACT SIGNING
JOINT MARINE SHORE BASE



FEBRUARY



PROCUREMENT WORKSHOP
- VIRGIN GORDA



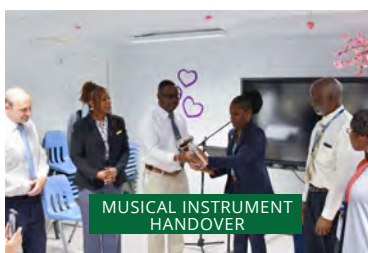
MARCH



PROCUREMENT WORKSHOP



HLSCC EXPO - TORTOLA



MUSICAL INSTRUMENT
HANDOVER



HLSCC EXPO - VIRGIN GORDA

2ND QUARTER

APRIL



Stakeholder Consultation Farmer's Reservoir | RDA engages with public sector officials to capture feedback on project design and implementation



Site Visit and Official Inspection: Anegada Playground



MAY



High-Level Government Officials Tour the Joint Marine Shore Base Building - Governor, Premier, Deputy Governor and RDA Board Members



JUNE



CDB Delegation visits RDA - Discuss pass and present projects



3RD QUARTER

JULY



Site Visit | Training and Detention Centre – RDA Meets with Chief Immigration Officer Ian Penn and Team at Balsam Ghut, the new home for the Immigration Training and Detention Centre

AUGUST



CONTRACT SIGNING
ESYLN HENLEY RICHIEZ LEARNING CENTRE



RDA makes feature presentation on West End Ferry Terminal at First District Community Meeting



SEPTEMBER



4TH QUARTER

OCTOBER



Handover and Plaque Unveiling for Aneгада Children's Playground

DECEMBER



JVD Primary School – A Multi-Purpose Educational Facility achieves practical completion. Official walkthrough led by RDA CEO, Anthony McMaster



PROJECT IMPLEMENTATION IN FOCUS

(PROJECTS COMPLETED IN 2023)



COHESIVE AND EMPOWERED SOCIETY:

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
Jost Van Dyke Primary School, a Multipurpose Educational Facility	13 classrooms available to students of JVD Primary Only public educational facility on Jost Van Dyke has been rehabilitated and better able to meet teachers' and students' needs.	28 students in improved school settings	"Beautiful facility, it's turning out to be a school that will serve the needs of all the students." "Beneficial to the community." "More comfortable, modern and better environment for the students."

In December 2023, the JVD Primary School, a Multipurpose Educational Facility project achieved substantial completion. Specifically, the project involved construction of a reinforced concrete three (3) storey building consisting of 13 classrooms, principal and guidance counsellor offices, sick bay, library, music room, staff room, science and computer laboratory, parking facility and playground space. The space can also facilitate community meetings, trainings, events, and other community gatherings. Completion of this project in 2023 marked a significant achievement, providing a resilient, multipurpose educational facility for a wide cross-section of beneficiaries in Jost Van Dyke namely, primary school children, educators, and residents of this island.

COHESIVE AND EMPOWERED SOCIETY:

RECREATION

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



RESULTS

PROJECT ACTIVITIES	OUTPUTS	OUTCOME	WHAT PEOPLE SAY
Anegada Recreation Facility	Additional recreational facility fully functional and in use on a sister island. Only public educational facility on Jost Van Dyke has been rehabilitated and better able to meet teachers' and students' needs.	285 residents have access to a fully functional recreational space.	"I love that it is gated in to keep away the goats." "It has improved."

In 2023, project delivery activities on the Anegada Recreational Facility achieved substantial completion. This work involved installations of: artificial turf, playground equipment, basketball court lighting, picnic benches, signage and rubber matting. The facility was completed and handed over to the Ministry of Education, Youth Affairs and Sports. The project intervention facilitates the availability of a recreational space for a total of 285 residents on Anegada, thereby enabling community gatherings and social involvement through national pride in sports.



PROJECT IMPLEMENTATION IN FOCUS

(PROJECTS IN PROGRESS IN 2023)



RESILIENT INFRASTRUCTURE :

SEAPORTS

Efficient and high-quality experience for passengers in a technology-driven, green, and resilient facility appropriate to the context which strengthens border security.



EXPECTED RESULTS ON COMPLETION

PROJECT ACTIVITIES

West End Ferry Terminal

OUTPUTS

Additional port services functional at West End Ferry terminal (Ferry Companies, Customs, Immigration, Treasury)

200,000 passengers, clearing West End Port annually

OUTCOME

200,000 overnight tourist arrivals through seaports

STATUS

PLANNING

VIBRANT AND INNOVATIVE ECONOMY :

TOURISM

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



EXPECTED RESULTS ON COMPLETION

PROJECT ACTIVITIES	OUTPUTS	OUTCOME	STATUS
Trellis Bay Welcome Centre	20 passengers able to be accommodated in aesthetically pleasing, functional structure	Improved passenger experience based on revitalized Trellis Bay area	PLANNING
	Permanent bathroom facilities available for male and female passengers	Reported improvement in aesthetics and readiness of the area	

VIBRANT AND INNOVATIVE ECONOMY :

AGRICULTURE AND FISHING

Improved community fishing dock facilities for fishers and agricultural facilities for farmers to have easier access to water and other resources for fishing and farming livelihoods.



PROJECT ACTIVITIES

Agriculture and Fisheries
Complex & Farmers'
Reservoir

OUTPUTS

Fish processing
facility re-established

5 agriculture and
fishing services
provided

200,000 gallons of
water storage
installed for
agricultural use

OUTCOME

Reduced reported
water shortages by
farmers

STATUS

PLANNING

NURTURED AND SUSTAINABLE ENVIRONMENT:

RENEWABLE ENERGY

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



PROJECT ACTIVITIES	OUTPUTS	OUTCOME	STATUS
Renewable Energy Installations	<ul style="list-style-type: none"> 7 solar power systems installed Backup generation power in place 90 kwp of electricity generation installed 	Reduction in average monthly cost of electricity provision in relevant properties.	DELIVERY

GOOD GOVERNANCE:

SECURITY & SAFETY FOR ALL

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



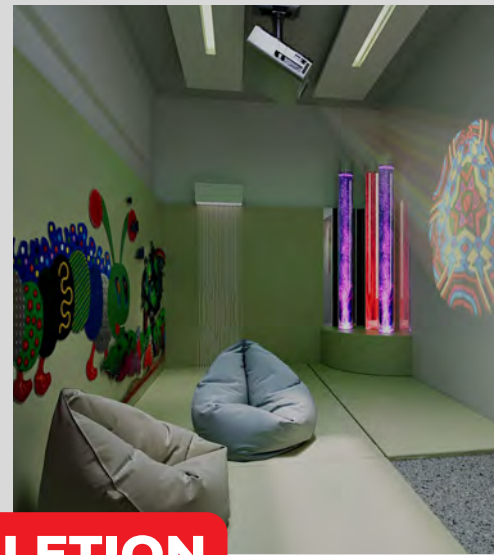
EXPECTED RESULTS ON COMPLETION

PROJECT ACTIVITIES	OUTPUTS	OUTCOME	STATUS
Joint Marine Shore Base	<p>Additional police facilities repaired/refurbished</p> <p>8 boats able to be appropriately stored at Marine Base</p> <p>3 services fully operational from Marine Base</p>	90% of police facilities equipped with modern facilities to meet needs.	DELIVERY
Multipurpose Training and Detention Centre	<p>100 detainees and 20 officers able to be accommodated in Centre with adequate security and in line with international standards of the IOM</p> <p>Facility in place to accommodate required tactical, intelligence and operational training of law enforcement personnel</p>	Territory in compliance with international standards from International Organization for Migration (IOM)	PLANNING
Halls of Justice	17 courtrooms assigned and available to the Courts	<p>Average time of 3 months from arrest to trial</p> <p>Reduction in number of cases for more than six months</p>	PLANNING

COHESIVE AND EMPOWERED SOCIETY:

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.



EXPECTED RESULTS ON COMPLETION

PROJECT ACTIVITIES

Eslyn Henley Richiez Learning Centre

OUTPUTS

Additional school rehabilitated and better able to meet teachers' and students' needs.

36 students in improved school setting

4 classrooms available to students of Eslyn Henley Richiez

School built in compliance with BB104 UK Alternative Learning Facilities Design Guide

OUTCOME

"90% of students in schools fully equipped with modern facilities to meet needs"

STATUS

DELIVERY

COHESIVE AND EMPOWERED SOCIETY:

PRIDE AND CULTURAL IDENTITY

Priority cultural sites restored to full functionality to bolster cultural pride and identity.



EXPECTED RESULTS ON COMPLETION

PROJECT ACTIVITIES

National Cultural Centre, Archives, Library and Museum (Heritage Village)

OUTPUTS

3,000 persons seating capacity provided in the National Cultural Centre

An established, permanent location for National Archives and Library

OUTCOME

Events held in heritage and cultural facilities

1,500 visitors to heritage and cultural sites

Increased active library users

STATUS

PLANNING

AO Shirley Recreation Grounds

3,800 meters of track repaired

Adequate stands constructed for 2,500 persons

4-bathroom facilities constructed

13 dormitory rooms available to accommodate elite athletes on-site

2 regional and international sporting events held annually

DELIVERY

COHESIVE AND EMPOWERED SOCIETY:

WASTE AND DEBRIS MANAGEMENT

Improved facilities for processing waste, to enable the environmentally sound processing of waste that protects the health of people and protects the environment.



PROJECT ACTIVITIES

Waste Management Solutions

OUTPUTS

Waste management solutions implemented/ commissioned

Waste management solutions devised based on waste management strategy

Sites evaluated and candidate chosen for landfill development

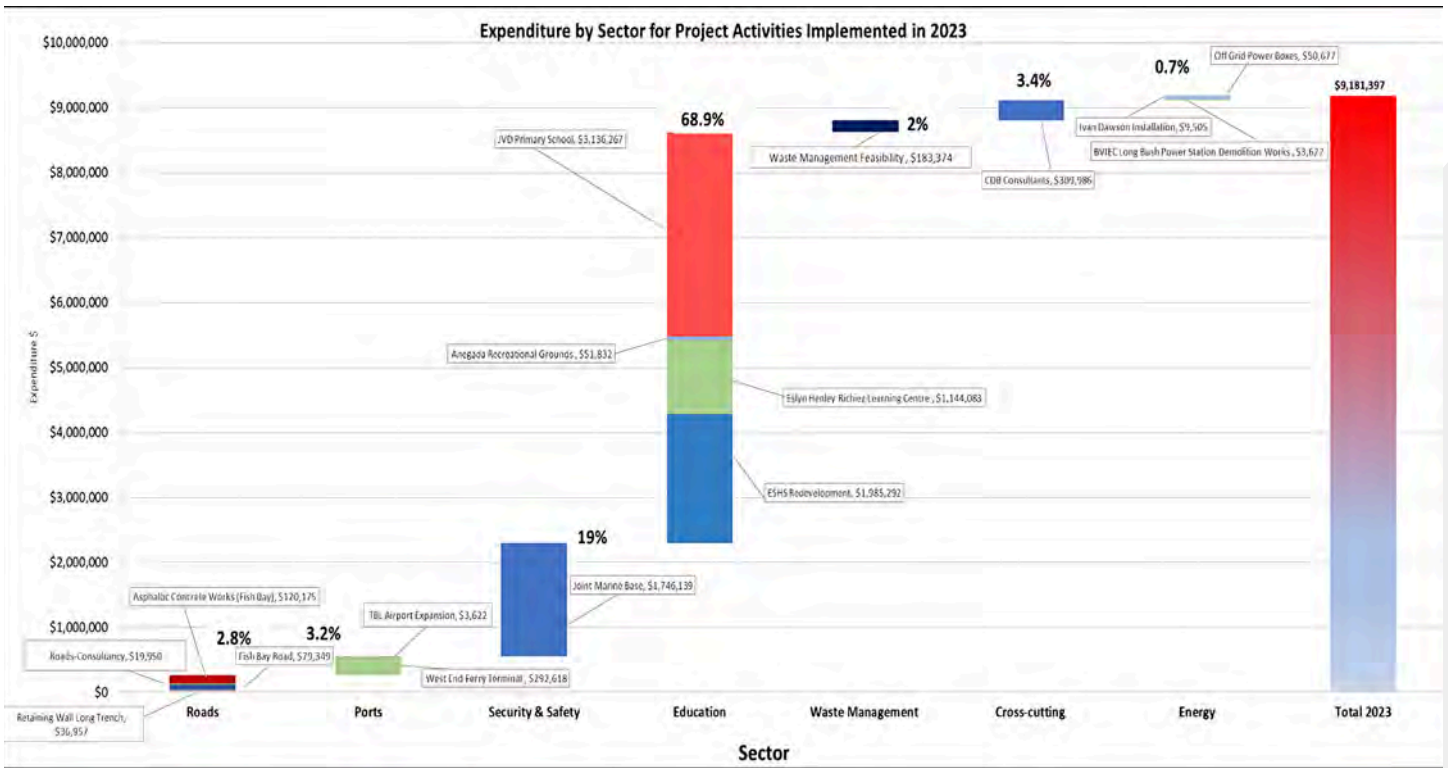
OUTCOME

Improved waste management in the Territory

200 tons of waste recycled

STATUS

PLANNING



2023 Expenditure by Sector for Project Activities



CAPACITY DEVELOPMENT

Through the Virgin Islands Recovery and Development Agency Act, 2018, the RDA is mandated to deliver capacity development for the people, government officials, communities and contractors of the Virgin Islands, ensuring that they directly benefit from the recovery.



RESULTS

PROJECT ACTIVITIES	OUTPUTS	OUTCOME	WHAT PEOPLE SAY
Contractor Workshops	Two (2) Contractor procurement workshops held	27 firms trained on tools and concepts to improve tendering process and overall accountability in the implementation of RDA projects.	<p>"I feel more inspired to bid on contracts."</p> <p>"The concepts taught go further than the reaches of the RDA."</p>
Internship Programme	Seven (7) interns engaged	Young professionals exposed to communication, business administration, finance, philanthropy, project management, and environmental management for up to 3 months.	<p>"I love that I got to see one of the site projects, learn new things that build my knowledge in business areas, and be a great support to my supervisor."</p>
Traineeship Programme	Three (3) trainees actively employed in the areas of project management and environmental management	Trainee works as a member of RDA executing various real work duties over a 12-month period	<p>"I would recommend this traineeship to others, it lends itself to lots of knowledge, experience, and relationships that will catapult you further into your career."</p>

The RDA conducted procurement workshops in February and March 2023. The objective of these workshops, as the fourteenth and fifteenth contractor workshops held by the RDA, was to improve contractors' and suppliers' capacity to effectively respond to bidding opportunities in general, including those financed by the Government of the Virgin Islands and the Caribbean Development Bank (CDB). The workshops also highlighted a community-based approach to good governance and the promotion of accountability, through sensitisation on the RDA's Grievance Redress System (GRS), which aligns with international best practice.

In 2023, seven (7) interns received the opportunity for professional learning experience in project management, communication, business administration, finance, philanthropy and environmental management, through the RDA's Internship Programme. As at the end of 2023, a total of twenty-three (23) interns have been engaged at the RDA since its inception. Additionally, the RDA's Traineeship Programme, in its second year, actively employed three (3) trainees in the areas of project management and environmental management.



SUPPORTING PROJECT IMPLEMENTATION



SUPPORTING PROJECT IMPLEMENTATION

FUNDING

The Virgin Islands Recovery and Development Agency received project funding into the Virgin Islands Recovery Trust at a total of \$6.71 million in 2023. Funding of \$6.58 million was received from the Government of the Virgin Islands towards eight capital projects, namely the Elmore Stoutt High School Redevelopment Project; Jost Van Dyke Primary School, a Multi-Purpose Educational Facility; the Farmers' Reservoir; Halls of Justice; Joint Marine Shore Base; National Cultural Centre, Archives, Library and Museum (Heritage Village); Immigration Multi-purpose Training and Detention Centre; and Virgin Islands Agriculture & Fisheries Complex; and the Water Optimization Project. Additionally, early in the year, funding was received from the BVI Tourist Board, a Statutory Board of GoVI, for the implementation of the Trellis Bay Welcome Centre project.

Alongside funding from Government, Unite BVI also provided an in-kind donation totalling \$161,000 covering the cost of procuring equipment and furniture for the Jost Van Dyke Primary School, a Multi-Purpose Educational Facility. Additionally, donor funding of \$8,000 was received from private donors Roy Barry, staff of Republic Bank, Honourable Vincent Wheatley, No Limit Construction, Trellis Bay Market, a private BVI Law Firm, and staff of the RDA.

RDA Project Funding				
Jan to Dec 2023				
Donor	Project	GOVI	Donors	Total
Government of the Virgin Islands	ESHS, JVD Primary, Joint Marine Shore Base, Farmer's Reservoir, Halls of Justice, Heritage Village, VI Agriculture & Fisheries Complex, Multi-purpose Training Detention Centre & Water Optimization	6,586,044	-	6,586,044
BVI Tourist Board	Trellis Bay Shade and Bathroom	128,014	-	128,014
Roy Barry	ESHS	-	2,533	2,533
The Staff of Republic Bank	Anegada Playground	-	280	280
Staff of the RDA	Anegada Playground	-	240	240
The Honourable Vincent Wheatley	Anegada Playground	-	223	223
Raja Smith/No Limit Construction	Anegada Playground	-	100	100
Trellis Bay Market	Trellis Bay Shade and Bathroom	-	1,500	1,500
Unite BVI	JV Primary, a Multi-Purpose Educational Facility	-	161,824	161,824
BVI Law Firm	Educational projects	-	3,200	3,200
Total		6,714,058	169,900	6,883,958

Table 3 RDA Project Funding 2023

Donor funding during 2023 represented a total of 2.4% of project funding for the year. Being cognizant of the fundraising element of our three-pronged mandate, the RDA has taken concerted measures to intensify fundraising efforts. Throughout the year, Senior Director of Development (SDD), responsible for fundraising, worked to cultivate and maintain relationships with private donors through regular meetings and engagements, as well as through crafting novel fundraising messages and collaterals.

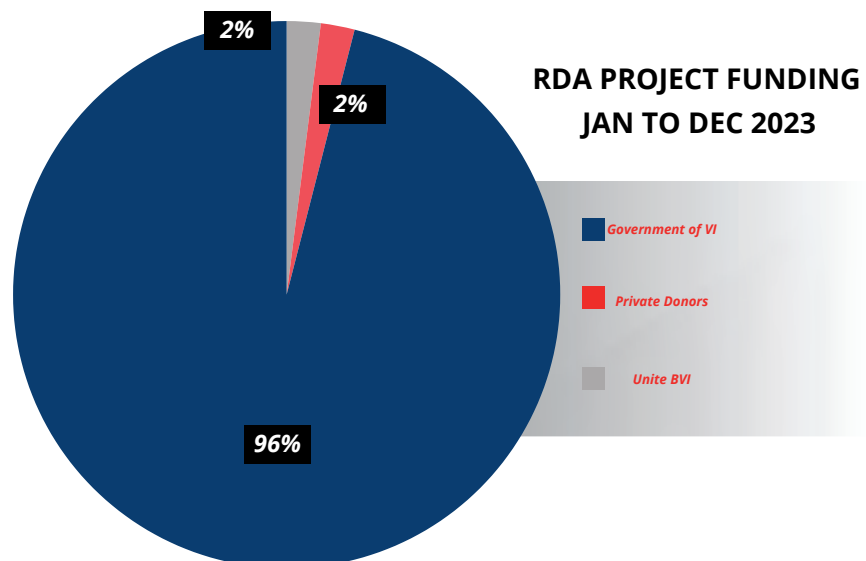


Figure : RDA Project Funding 2023

COMMUNICATION

For 2023, the Communication Team continued its quest to build trust, inspire action and strengthen the reputation of the RDA with the release of timely and impactful information to the Virgin Islands public.

Communication Strategy

A major accomplishment was the creation of the RDA Communication Strategy 2024-2025, to guide the framework to deliver communication activities.

It contains well thought-out results, objectives, messages, tactics and tools to deliver “effective and efficient communication support towards the accomplishment of the RDA’s mandate. The strategy also includes a monitoring framework with output and outcome indicators to track its implementation.

Events Management

Communication led and coordinated official contract signings, groundbreaking and opening ceremonies demonstrating an inclusive and collaborative approach to project implementation. This fostered goodwill and left a lasting impression on project stakeholders, dignitaries, Government officials, the community, and end-users while generating positive brand equity.

Major Events included the official opening of the Elmore Stoutt High School, contract signing ceremonies for the Joint Marine Shore Base and the Eslyn Henley Richiez Learning Centre, and the official handover of Musical Equipment donated by the Maples Group.

In 2023, Communication envisioned and hosted the agency’s inaugural participation in the H. Lavity Stoutt Community College’s Career Expo. This which created awareness, deepened the reach of the internship programme. A new website page, promotional brochure and marketing collaterals were developed in support.

This led to the introduction of the RDA’s Brand to a specific target market and a noteworthy increase in the number of internship requests received by the Agency for 2023.

RDA Brand

Open lines of communication and the consistent creation and sharing of content to social media enhanced the reputation of the RDA’s Brand as a transparent, accountable organisation while increasing our online presence. Timely responses to media inquiries resulted in increased publicity, and the creation of packaged RDA branded designs increased public consumption of visually appealing information. During 2023, Communication ensured that the RDA Media Library remained updated with footage of the latest project and event activities.

COMMUNITY ENGAGEMENT

The RDA’s Community Liaison Officer (CLO) engages the participation of communities in the planning, design, implementation, and monitoring phases of infrastructure projects. Community engagement facilitates the integration of social and gender considerations into the RDA’s programme of projects, whilst managing stakeholders and liaising with the affected communities in a socially inclusive and gender-responsive manner.

A total of 107 community engagement activities were recorded in 2023. These included town hall/ community meetings, pre-construction meetings, general stakeholder engagements, stakeholder updates, workshops, surveys, and site visits.

Pre-construction community meetings were organised for the Joint Marine Shore Base and Eslyn Henley Richiez Learning Centre projects. Additionally, two (2) GRS-focused presentations were facilitated by the CLO at RDA procurement workshops in 2023, specifically on February 8, and March 16, 2023.

A total of ten (10) CLO project newsletters were disseminated over the reporting period for the West End Ferry Terminal, Joint Marine Shore Base, Eslyn Henley Richiez Learning Centre, and Jost Van Dyke Primary School.

Lastly, one pre-engagement survey was conducted to collect feedback on the Eslyn Henley Richiez Learning Centre, prior to the commencement of construction.

GRIEVANCE REDRESS SYSTEM

The agency's Grievance Redress System (GRS) was launched in March 2021 to ensure projects are completed in an efficient and effective manner with community and stakeholder feedback playing a prominent role. Members of the public such as individuals, groups, organisations and communities can formally lodge a grievance or complaint regarding work of the RDA involving its staff, externally hired consultants and contractors. The Community Liaison Officer (CLO) manages the GRS by collecting the necessary reports by all parties involved (complainant, project manager, consultant and/or contractor) and recommends actions to the CEO, who makes a decision on the matter. The CLO ensures the official protocol is followed, and that the complainant is informed throughout the redress process.

A total of three (3) grievances were recorded in 2023. These were reported in the months of May, August and September. The grievances were in relation to the Joint Marine Shore Base, Jost Van Dyke School and Elmore Stoutt High School Redevelopment.

MONITORING AND EVALUATION

In 2023, 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 2023, efforts continued to conduct results-focused evaluation and research to capture data to improve on project performance, particularly as it relates to Contractors. As a result, the evaluation of contractors, utilising the RDA's developed Contractor Evaluation Framework, resumed.

Specifically, in 2023, efforts continued to conduct results-focused evaluation and research to capture data to improve on project performance, particularly as it relates to Contractors. As a result, the evaluation of contractors, utilising the RDA's developed Contractor Evaluation Framework, resumed.

The Contractor Evaluation Framework assesses contractors based on each contract completed with the RDA and by extension the Government of the Virgin Islands. Cost and Time Performance, Management Performance and Recommendation are the three main areas of assessment. Each area has specific evaluation criteria to which a score is assigned. The Overall Contractor Evaluation Score (out of 100) will be used to determine contractors' eligibility to participate in future RDA opportunities. Data captured from the Contractor Evaluation also aims to inform planning for capacity building opportunities, especially for contractors that receive a score of less than 50.

Alongside resumed Contractor Evaluations, in 2023, a total of five (5) additional Value for Money assessments were conducted on completed projects. These assessments have employed enhanced evaluation techniques for assessing quality through beneficiary satisfaction surveys.



Completed Project Assessed in 2023	Value for Money Score (/100)
Bob's Gas Station	92.11
Long Trench	84.21
Fish Bay Road Rehabilitation	78.95
Estate House #1	71.05
A. Jeffery Caines Sports Arena	65.00
Average	78.26

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

The two Performance Dashboards demonstrating the RDA's progress for 2023 in delivering results for the people of the Territory, namely 'RDA by the Numbers' and 'Results Brought to You' are as follows:



RDA by the Numbers Dashboard

RESULTS BROUGHT TO YOU BY:



GOVERNMENT OF THE VIRGIN ISLANDS
Premier's Office



VIRGIN ISLANDS RECOVERY AND DEVELOPMENT AGENCY

5 Administration Buildings Repaired
15 services offered in sister-island communities



3 Recreational Facilities Restored
Able to host regional and international sporting events




5 Police Facilities Refurbished
90% of police facilities now well-equipped



3 Water Reservoirs Commissioned
1.6M gallons of additional water storage capacity



4 Schools Redeveloped
1,850 students in improved learning conditions



15 Procurement Workshops

1,520 Metres of Road Revamped
20K road users experiencing better road conditions



6 Renewable Energy Systems Commissioned
84 kWp of electricity generation



156 Contractors Trained
23 Interns Engaged



Results Brought to You Dashboard

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

HOW DID WE DO?

PERFORMANCE ANALYSIS

During the year 2023, the RDA successfully completed and continued implementation of projects contributing to specific sectors, including Education, Recreation, Renewable Energy, and Security & Safety. It is important to view the RDA's achievements in completion and continued implementation of projects within the context of the overall 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, 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 from 2021 to 2023. Based on this analysis, as at 31st December 2023, the RDA has been able to successfully complete 92% of funded projects scheduled for delivery in 2021, 78% of funded projects scheduled to be delivered in 2022, and the one funded project scheduled to be delivered in 2023 (Scorecards 2021 to 2023). Of the 35 funded projects scheduled to be completed from 2021 through to 2023, the RDA has successfully delivered 86% or 30 project interventions, with the remaining five (5) project interventions currently in progress.

In analysing the overall progress of the Agency in delivering all projects within the Implementation Schedule, or otherwise assigned, whether funded or not, of the 74 total projects assigned to the Agency through the Implementation Schedule or other ad-hoc methods, as at 31st December 2023, the RDA has successfully implemented a total of 40 project interventions, or 54%. 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 the developed Infrastructure Plan, emanating from the National Sustainable Development Plan, is used to guide the work programme assigned to the Agency, thereby better inculcating progress made by the RDA in our efforts to push forward the recovery and development mandate of the Government.

IMPLEMENTATION PROGRESS

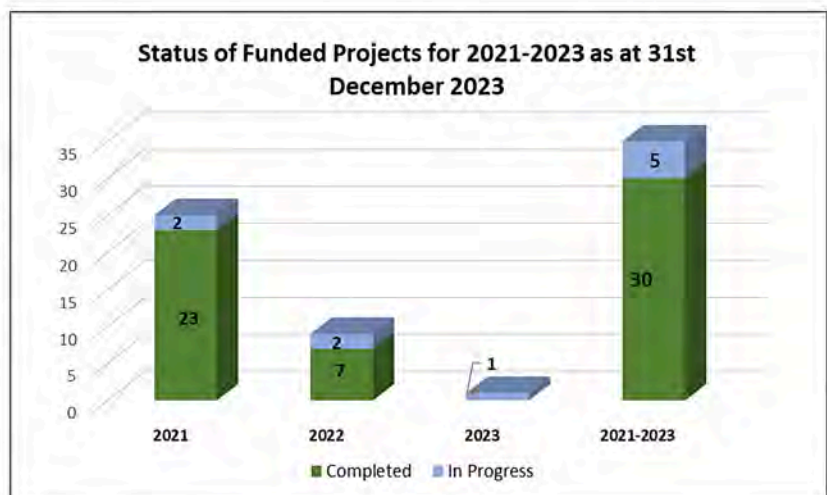
SCORECARDS

Funded Projects from Implementation Schedule for 2021	Project Status (End of 2023)			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	✓			92.11/100
Long Trench	✓			84.21/100
Fish Bay	✓			78.95/100
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 (Renewable)	✓			TBD
Ivan Dawson Primary School (Renewable)	✓			
Jost Van Dyke Clinic (Renewable)	✓			
VG Sports Complex (A. Jeffrey Caines Sports Arena)	✓			65/100
Marine Base		✓		N/A
AO Shirley Recreation Grounds		✓		N/A
Percentage of Funded Projects for 2021 Completed	92%			

Funded Projects from Implementation Schedule for 2022	Project Status (End of 2023)			Value for Money Score
	Completed	In Progress	Not Started/ On Hold	
Elmore Stoutt High School Redevelopment	✓			TBD
Anegada Police Station	✓			84.21/100
Judge's and AG's Residence (Estate House #1)	✓			71.05/100
Enis Adams Primary School – Renewable Energy	✓			TBD
Francis Lettsome Primary School – Renewable Energy	✓			
VG Police Station Additional Repairs	✓			TBD
Jost van Dyke Primary School	✓			TBD
West End Ferry Terminal		✓		N/A
Halls of Justice		✓		N/A
Percentage of Funded Projects for 2022 Completed	78%			

Funded Projects from Implementation Schedule for 2023	Project Status (End of 2023)			Value for Money Score
	Completed	In Progress	Not Started/ On Hold	
National Cultural Centre, Archives, Library and Museum (Heritage Hall)		✓		N/A
Percentage of Funded Projects for 2023 Completed	0%			

Status of Funded Projects for 2021-2023		
Completed	30	86%
In Progress	5	14%
Total	35	



Status of Funded Projects for 2021-2023

Overall Project Implementation Progress

Progress on Implementing all Projects in Implementation Schedule

KEY:

	Not in Implementation Schedule
Based on Implementation Schedule, to be completed:	
	Before 2023
	In 2023
	After 2023

All Projects from Implementation Schedule ROADS	Project Status (End of 2023)			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	✓			92.11/100
Long Trench	✓			84.21/100
Fish Bay	✓			78.95/100
Brewers Bay to Luck Hill Road			✓	N/A
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 2023)			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 – Water Optimisation		✓		N/A
Percentage of all Water and Sewerage Interventions Completed	75%			

All Projects from Implementation Schedule SEA PORTS	Project Status (End of 2023)			Value for Money Score
	Completed	In Progress	Not Started/ On Hold	
Sea Markers	✓			80/100
West End Ferry Terminal		✓		N/A
Anegada Setting Point Jetty			✓	
Jost Van Dyke Port			✓	
Percentage of all Sea Ports Interventions Completed	25%			

All Projects from Implementation Schedule AIRPORTS	Project Status (End of 2023)		
	Completed	In Progress	Not Started/ On Hold
TBL Airport Expansion		✓	
Percentage of all Airports Interventions Completed	0%		

All Projects from Implementation Schedule GOVERNMENT BUILDINGS AND SYSTEMS	Project Status (End of 2023)			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			✓	N/A
Percentage of all Government Buildings and Systems Interventions Completed	83%			

All Projects from Implementation Schedule SECURITY & SAFETY FOR ALL	Project Status (End of 2023)			Value for Money Score
	Completed	In Progress	Not Started/ On Hold	
VG Police Station Additional Repairs	✓			TBD
Multipurpose Training and Detention Centre		✓		N/A
Anegada Police Station	✓			84.21/100
Road Town Police Station	✓			73.68/100
Judges and Attorney General's Residences (Estate House #1)	✓			71.05/100

Marine Base		✓		N/A
Halls of Justice		✓		
VHF Trunking Network			✓	
Police Headquarters			✓	
Percentage of all Security & Safety for All Interventions Completed	44%			

All Projects from Implementation Schedule EDUCATION (SCHOOLS)	Project Status (End of 2023)			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
Jost Van Dyke Primary School	✓			TBD
Eslyn Henley Richiez School		✓		N/A
Isabella Morris School			✓	
Elmore Stoutt High School Rehabilitation	✓			TBD
Percentage of all Education (Schools) Interventions Completed	75%			

All Projects from Implementation Schedule RECREATION	Project Status (End of 2023)			Value for Money Score
	Completed	In Progress	Not Started	
VG Sports Complex (A. Jeffrey Caines Sports Arena)	✓			65/100
Anegada Recreation Grounds	✓			TBD
AO Shirley Recreation Grounds		✓		N/A
Restoration of public recreational facilities Territory-wide		✓		N/A
Percentage of all Recreation Interventions Completed	50%			

All Projects from Implementation Schedule HOUSING	Project Status (End of 2023)			Value for Money Score
	Completed	In Progress	Not Started/ On Hold	
Housing Repairs	✓			70/100
Temporary Housing	✓			50/100
Social Housing			✓	N/A
Percentage of all Housing Interventions Completed	67%			

All Projects from Implementation Schedule WASTE AND DEBRIS MANAGEMENT	Project Status (End of 2023)			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		✓		N/A
Solid Waste Management		✓		
Percentage of all Waste and Debris Management Interventions Completed	50%			

All Projects from Implementation Schedule TOURISM	Project Status (End of 2023)			Value for Money Score
	Completed	In Progress	Not Started/ On Hold	
VG Baths	✓			60.53/100
Visitor centres and concessions Territory-wide – Trellis Bay Welcome Centre		✓		N/A
Derelict Marine Vessels			✓	
Copper Mine Point Ruins			✓	
Percentage of all Tourism Interventions Completed	25%			

All Projects from Implementation Schedule AGRICULTURE AND FISHING	Project Status (End of 2023)		
	Completed	In Progress	Not Started/ On Hold
Virgin Islands Agriculture and Fisheries Complex		✓	
Farmer's Reservoir Paraquita Bay		✓	
Reconstruct Fisherfolks Docks Territory-wide			✓
Percentage of all Fishing Interventions Completed	0%		

All Projects from Implementation Schedule MUSEUMS AND LIBRARIES	Project Status (End of 2023)		
	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%		

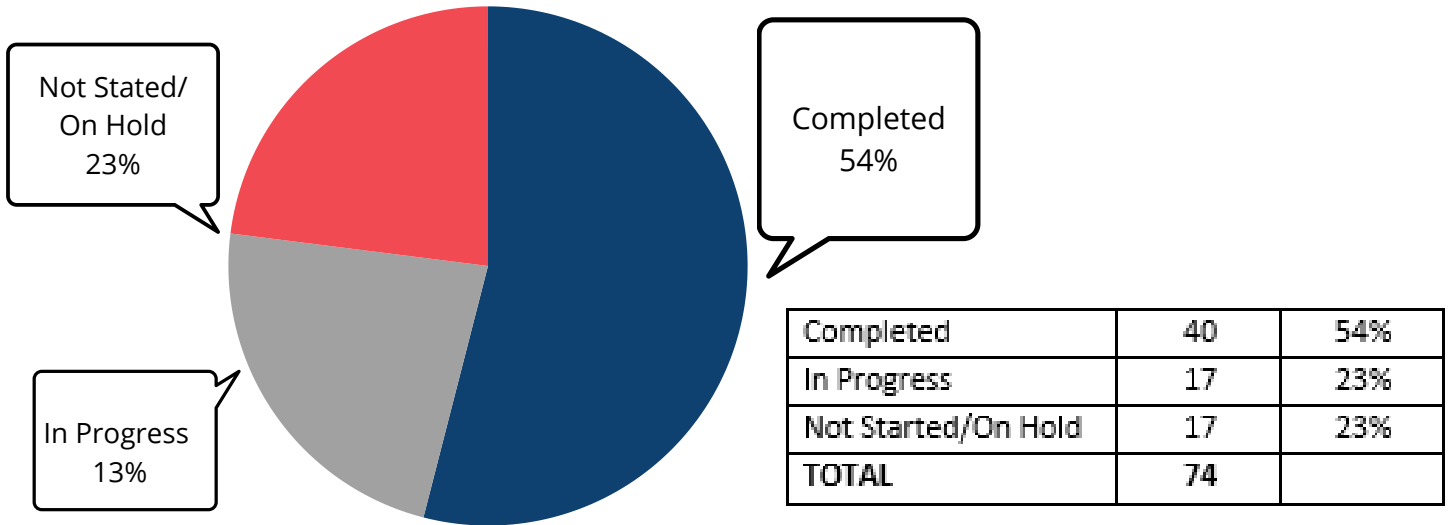
All Projects from Implementation Schedule ENVIRONMENT	Project Status (End of 2023)			Value for Money Score
	Completed	In Progress	Not Started/ On Hold	
Marine Survey	✓			72.5/100
Percentage of all Environment Interventions Completed	100%			

All Projects from Implementation Schedule ENERGY	Project Status (End of 2023)			Value for Money Score
	Completed	In Progress	Not Started/ On Hold	
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		✓		N/A
Percentage of all ENERGY Interventions Completed	83%			

OVERALL PROJECT IMPLEMENTATION PROGRESS

STATUS OF PROJECTS FROM IMPLEMENTATION SCHEDULE, ETC.

IMPLEMENTATION PROGRESS



Implementation Progress for all Project Interventions

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.

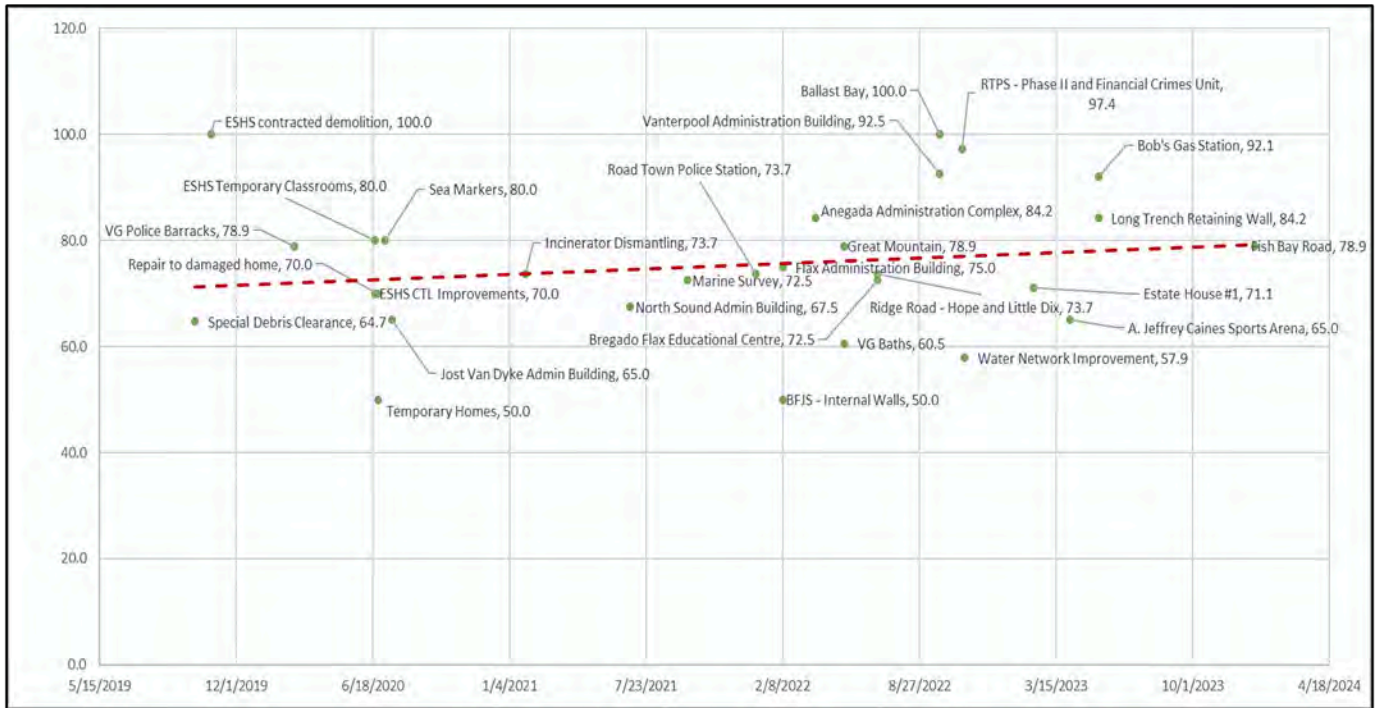
Value for Money Framework outlines the RDA's approach to measuring project implementation results within the criteria of Economy, Efficiency, Effectiveness, and Equity to ensure that the RDA is able to deliver value for money to financial contributors including principally the Government of the Virgin Islands (GoVI), UK Government (UKG), private donors, and centrally, the ultimate beneficiaries: the people of the Virgin Islands. These criteria are further broken down by specific indicators, with scores based on the time and cost inputs, as well as the quality results of RDA outputs measured against precise, clearly articulated aims, and benchmarked to international standards and similar contexts where relevant. The Framework envisions an overall Value for Money score of up to 100 points for individual projects. Below is an example of how the scoring for each VfM criteria is assigned:

Table: Value for Money Areas within the 4Es

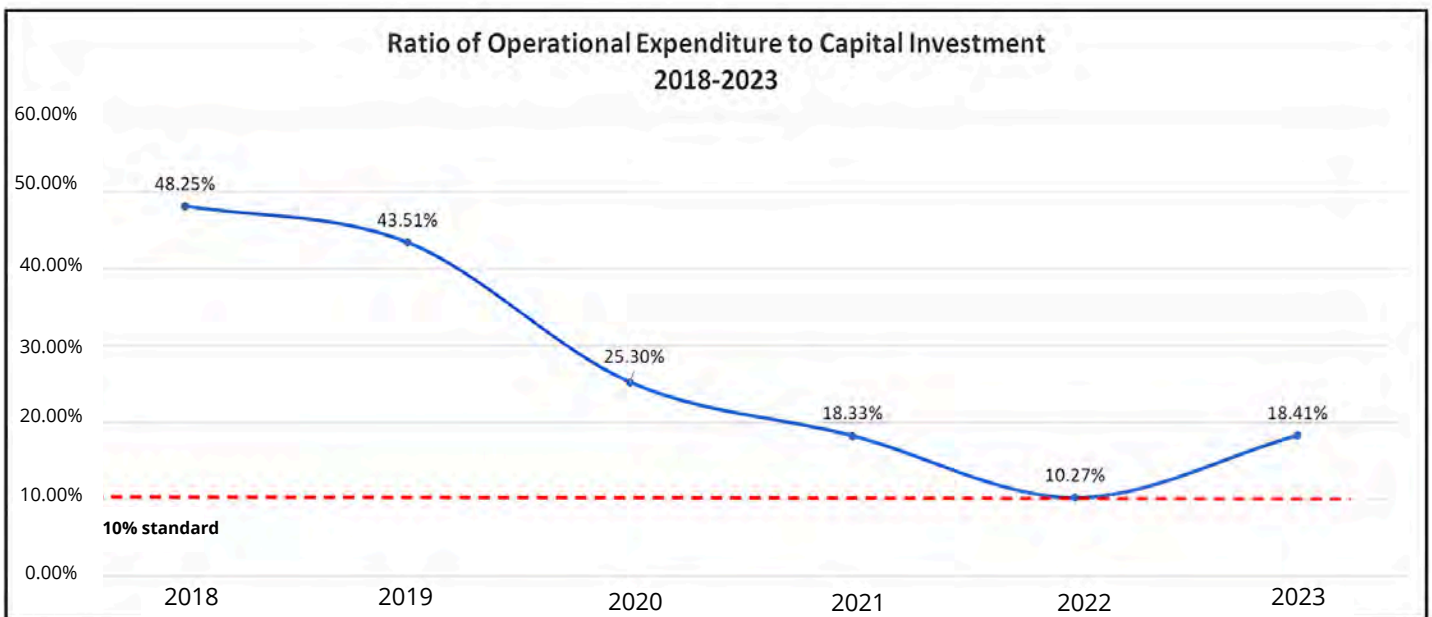
VfM Criteria	Indicators	Maximum Score Available
Economy	Economy	10
Efficiency	Cost Efficiency	20
	Time Efficiency	10
	Schedule	10
Effectiveness	Output Effectiveness	20
	Outcome Effectiveness	15
	Quality	10
Equity	Equity Goals	5
Total VfM Score		100

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.



Project Scores



Ratio of Operational Expenditure to Capital Investment 2018-2023

Examination of the RDA's ratio of operational expenditure to capital investment for 2018 to 2023 reveals that the RDA has been able to leverage efficiencies which brought the ratio to a low point of 10.3% for 2022. In 2023, due to some issues in availability of funding from Central Government, combined with some delays in project implementation, the RDA's ratio of operational expenditure to capital investment reached 18.41%. Ideally this ratio should remain between 10% and 20%. Going forward the RDA will continue to work with Central Government to improve funding availability which will better empower the RDA to address the Territory's development challenges through efficient project implementation.



CHALLENGES



CHALLENGES

The RDA has been faced by challenges since inception, but through proactive acknowledgement and management of these challenges, taking concrete steps to address these, the RDA has sought to overcome these challenges in implementing our three-pronged mandate.

WINDUP UNCERTAINTIES

In late December 2023, the Virgin Islands Recovery and Development Agency (Amendment and Validation) Act, 2023 was passed by the Virgin Islands House of Assembly, extending the life of the Recovery and Development Agency to 31st December 2026. This has brought some level of assurance to the continued existence of the RDA, at least within the medium-term. That said, a decision on the longer-term future of the Agency remains outstanding, awaiting policy decision from the Government of the Virgin Islands via the Cabinet and the House of Assembly.

TIGHTENING FISCAL SPACE AND PROJECT PRIORITISATION

Demands on the Government of the Virgin Islands for the appropriate governance and development of these islands remain high. While the RDA has a mandate to raise funding to supplement required contributions by GoVI, the Government remains the primary funder of the RDA's activities.

Limitations on available resources necessarily require prioritization by the Government, such that the results can be delivered to the people of the Territory. The RDA has aimed to assist GoVI in 2023, by designing a prioritisation matrix framework for infrastructural development, towards confirmation of Government's priorities and articulation of the RDA's mandate in implementing projects in partnership with the Government.

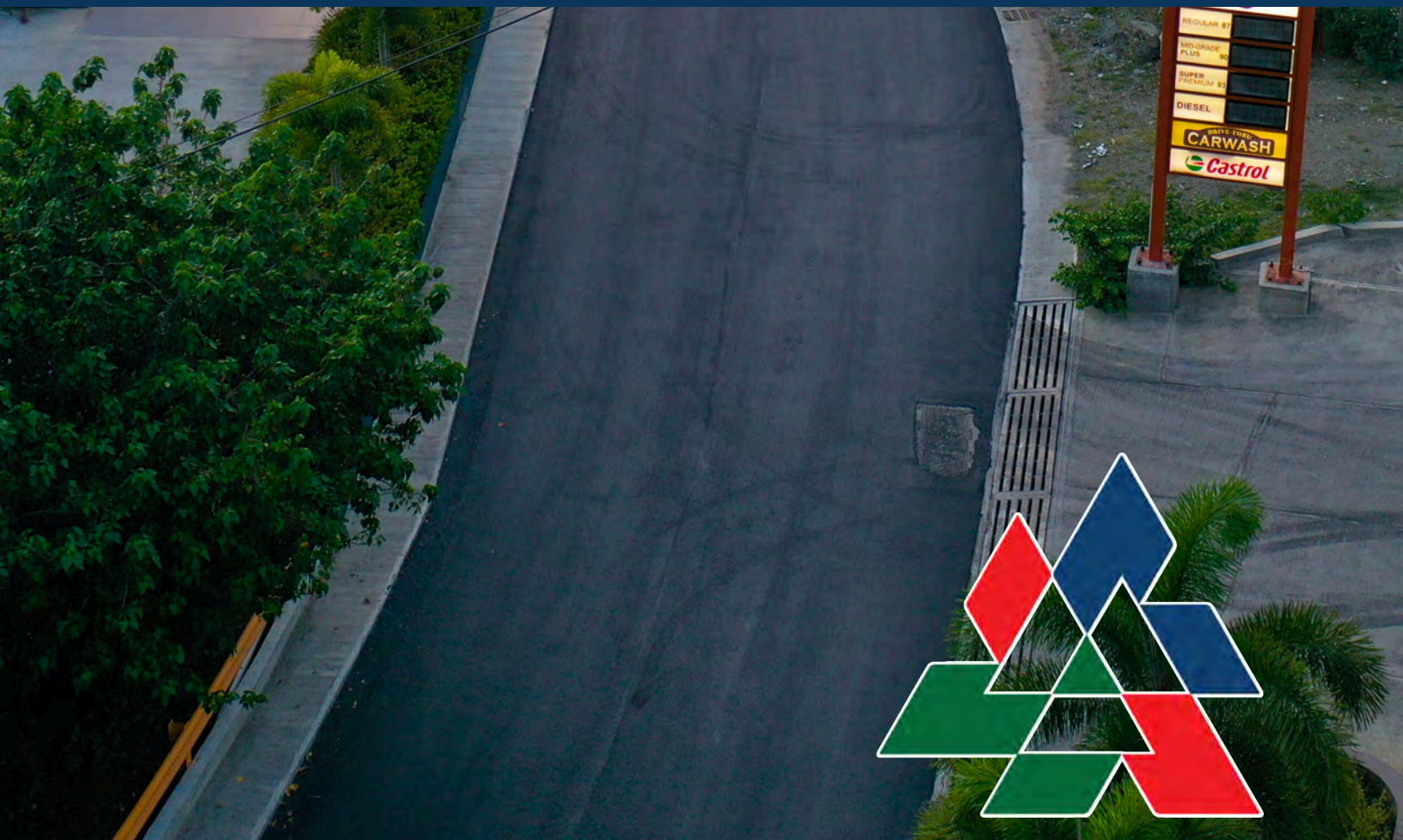
Where the RDA continues to receive projects on an ad-hoc basis, this negatively affects our ability to realise maximum effectiveness. As such, the process of developing the NSDP Infrastructure Plan, including the prioritisation process for included projects, aims to improve the Government's capital programme formulation process, and by extension the ability of the RDA to implement projects to the benefit of the people of the Territory.

MISUNDERSTANDING OF RDA'S ROLE

The RDA's mandate remains the three streams of project implementation, fundraising to resource the projects that are assigned to it, and capacity building. As such, the RDA is not responsible for maintenance of structures after they are completed, nor is it free to take on projects that are not assigned to it by Central Government and other statutory bodies. Misunderstanding of the RDA's role may lead to resistance to our existence and efforts in the Territory.



LOOKING FORWARD



LOOKING FORWARD

The life of the RDA was extended to 31st December 2026 through the Recovery and Development Agency (Amendment and Validation) Act, 2023. A pending decision on the submitted RDA Strategic Plan 2022-2025 will determine whether the RDA will be wound up at the end of 2026, or will be extended into perpetuity, responsible for the implementation of significant infrastructural development aligned with Government's development plan and priorities.

PLANS FOR 2024

At the end of 2023, the RDA culminated handover of the Jost Van Dyke Primary School, a Multipurpose Educational Facility, facilitating resumption of teaching and learning on the island of Jost Van Dyke. Also in 2023, construction began on the Eslyn Henley Richiez Learning Centre, following contract signature in August 2023. Work on this project will continue into 2024 and is slated to be completed in March 2025.

Other notable projects include anticipated completion of the Joint Marine Shore Base scheduled for February 2024, completion of the Trellis Bay Welcome Centre, and expected construction start to the Farmers' Reservoir and the Agriculture and Fisheries Complex. Initial planning and design for the National Cultural Centre, Archives, Library and Museum (Heritage Village) and the Immigration Detention Centre are expected to be completed in 2024. The year 2024 is also expected to bring construction start of the anticipated largest project to be implemented by the RDA to date, that is the West End Ferry Terminal project.

The following projects are slated for implementation by the RDA over the next two years, linked to the National Sustainable Development Plan's specific goals and outcomes:

PROJECT	NSDP GOALS AND OUTCOMES
Heritage Village (National Cultural Centre, Archives, Library and Museum)	Goal 2 Education and Learning; Outcome 3 An educated and highly skilled population
Halls of Justice	Goal 5 Good Governance and Leadership; Outcome 12 Peace, Justice, Safety and Security for All; Outcome 13 Efficiency and Effectiveness of Government
West End Ferry Terminal	Goal 4 Infrastructure; Outcome 11 Transportation and Logistics
Immigration Multipurpose Training and Detention Centre	Goal 5 Good Governance and Leadership; Outcome 12 Peace, Justice, Safety and Security for All
Eslyn Henley Richiez Learning Centre	Goal 2 Education and Learning; Outcome 3 An educated and highly skilled population
Joint Marine Shore Base	Goal 5 Good Governance and Leadership; Outcome 12 Peace, Justice, Safety and Security for All
Agriculture and Fisheries Complex	Goal 3 Economy; Outcome 6 Diversified Economy and Globally Competitive Industries
Farmers' Reservoir	Goal 3 Economy; Outcome 6 Diversified Economy and Globally Competitive Industries
Water Optimisation	Goal 4 Infrastructure; Outcome 9 Sustainable Energy and Water
Trellis Bay Welcome Centre	Goal 3 Economy; Outcome 6 Diversified Economy and Globally Competitive Industries



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 Risk Rating	Post-Mitigation Risk Rating
RDA Strategic Plan	Non-approval of RDA Strategic Plan	RDA is unable to plan ahead for projects or the organisation's future structure without confirmation of whether it is winding up or refocusing its mandate.	15	15
Funding for infrastructural projects	Insufficient project funding by Central Government for priority list of projects	Inability to progress with project planning beyond the initial stages to take projects to Procurement and ultimately execution.	20	16
Non-renewal of employees on secondment with the RDA	Central Government requests return of Seconded Employees; or Seconded Employees choose to return given pension implications	Gap in the RDA's Organisational Structure. Loss of morale, team spirit, and general business continuity.	25	20
Inherited designs	RDA receives inadequate inherited designs which fail to meet requirements detailed in SoRs	Final results negatively affected by inherited designs and RDA does not deliver based on signed requirement	12	9
No temporary facility at West End	West End Ferry Terminal (WEFT) temporary facility not constructed in time	Severe delays to expected timeline for construction of WEFT to commence	25	25
Unrealistic project timelines promised	Projects delivered behind schedule without adequate communication with client	Affects reputation of RDA in delivering projects on-time	20	9



CONCLUSION

The Virgin Islands Recovery and Development Agency, continuing pursuit of our mandate of project implementation, fundraising and capacity building, has delivered to the end of 2023 and looks forward to delivering in 2024, results for the people of the Territory. We anticipate completion of the Joint Marine Shore Base and the Trellis Bay Welcome Centre within the year 2024, as well as continuation of the Eslyn Henley Richiez Learning Centre, and commencement of the construction phase for the highly anticipated West End Ferry Terminal and the Agriculture and Fisheries Complex and Farmers' Reservoir.

Emanating from the National Sustainable Development Plan, the RDA envisions an endorsed Infrastructure Plan, from which the suite of projects assigned to the RDA can originate. Utilising this tool would provide the RDA and the people of the Territory with better clarity and enhanced direction in pursuit of our mandate, and transparently outline the vision for infrastructural development in our Territory for years to come.

As the RDA anticipates a decision in the coming months on the future of the Agency, that is, whether the RDA will be wound up at the end of 2026, or rather will continue into perpetuity as the Virgin Islands Development Agency (VIDA), we continue to play our role in the recovery and development story of our Territory, working to promote sustainability and resilience, and to improve the quality of life for the people of the Virgin Islands.

In other words, we continue to work to:

Build BVI Stronger | Smarter | Greener | Better.

APPENDIX I – AUDITED FINANCIAL STATEMENTS (2023)[SAS1]

