



GOVERNMENT OF THE
VIRGIN ISLANDS

2024

ANNUAL REPORT



**BUILDING RESILIENCE
BEYOND RECOVERY**

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VIRGIN ISLANDS
RECOVERY AND
DEVELOPMENT AGENCY

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



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EXECUTIVE SUMMARY

The year 2024 marked the sixth year of the Virgin Islands Recovery and Development Agency's (RDA) pursuit to deliver sustainable development to the Virgin Islands through our three-pronged mandate of Project Implementation, Capacity Building and Fundraising.

In 2024, the RDA brought two projects to completion, namely the Virgin Islands Law Enforcement Marine Base and the Trellis Bay Rest Stop, while pursuing fifteen (15) other projects, all aimed at delivering the outcomes in our Territory's Recovery to Development (RDP) and National Sustainable Development Plans (NSDP). The projects pursued by the Agency in 2024, with annual project expenditure totaling \$4.7 million, spanned all five sectors outlined in the RDP, namely Vibrant and Innovative Economy, Cohesive and Empowered Society, Resilient Infrastructure, Nurtured and Sustainable Environment, and Good Governance. Specifically, these projects contributed to ten (10) subsectors of the RDP: Tourism, Agriculture and Fishing, Waste & Debris Management, Education, Water & Sewerage, Seaports, Environmental Protection, Renewable Energy, Model Good Governance, and Security & Safety for All.

Following the Government of the Virgin Islands' approval of the NSDP in 2023, the RDA has aligned our efforts towards achievement of the outcomes of the NSDP. In this vein, the projects implemented in 2024 pursued Outcome 3: An educated and highly skilled population within Goal 2 Education & Learning; Outcome 6: Diversified Economy & Globally Competitive Industries within Goal 3 Economy; Outcome 9 Sustainable Energy & Water and Outcome 11 Transportation & Logistics within Goal 4 Infrastructure; Outcome 12 Peace, Justice, Safety & Security for All and Outcome 13 Efficiency & Effectiveness of Government within Goal 5 Good Governance & Leadership.

The Agency continued to work to ensure that it is able to deliver value for money (VfM) to the Government and people of the Territory. During the year, the average VfM score for projects assessed was 66.7%, and the Agency's efficiency ratio (operational expenditure to capital investment) reached 30%, higher than the targeted 20% or lower. This increase in the efficiency ratio was driven by some delays in project implementation, as well as delays in expected funding secured and received from the Government of the Virgin Islands for projects. With Government's acquisition of the \$100 million loan late in 2024, the RDA now looks forward to more efficient roll-out of projects, having dedicated significant resources to planning in the preceding months.

In terms of Capacity building, the RDA hosted two (2) interns in 2024, providing an opportunity for these young persons to gain knowledge and work experience in the communication and business administration fields. Also in 2024, the Agency hosted its sixteenth capacity building workshop. This workshop for contractors, vendors and suppliers focused on social and gender training for eleven (11) distinct contractors. Since inception, the RDA has been able to train a total of 159 contractors, vendors and suppliers towards improving their ability to successfully bid for opportunities locally and regionally, as well as improving their project delivery capacity.

With regard to the third aspect of our mandate, Fundraising, in 2024, the Agency was able to raise \$112,000 toward project implementation specifically for the Eslyn Henley Richiez Learning Centre, Jost Van Dyke Multipurpose Educational Facility, and Jost Van Dyke Pond Restoration projects. These contributions have supplemented required funding from the Government of the Virgin Islands. The RDA continues to foster partnerships with the private and non-governmental sectors in raising funds for project implementation and more broadly, for our Territory's sustainable development.

As the Agency looks forward to 2025 and our anticipated transition to the Virgin Islands Development Agency (VIDA), as the Premier has outlined in his Government's vision, we redouble our efforts to deliver results in project implementation, capacity building, and fundraising, all towards the sustainable development of our Virgin Islands home. We remain committed to building these Virgin Islands: **Stronger, Smarter, Greener** and **Better**.





CHAIRMAN OF THE BOARD

It is a privilege for me to present the Virgin Islands Recovery and Development Agency's (RDA) Annual Report for 2024. This report outlines the progress and performance of the RDA in advancing the recovery and development mandate of our Territory.

In 2024, the seventeen (17) projects pursued by the Agency spanned across ten (10) subsectors of the Recovery to Development Plan, including but not limited to education, security and safety, and tourism. In particular, the RDA completed two projects in the year: the Virgin Islands Law Enforcement Marine Base and the Trellis Bay Rest Stop.

These projects pursued by the Agency aim at improving the lives of residents and visitors of the Territory and contribute to achievement of the goals and objectives of the Territory's Recovery to Development (RDP) and National Sustainable Development Plans (NSDP).

On behalf of the Board of the RDA, I express sincere gratitude to all persons, stakeholders and communities who have supported the Agency's work in 2024.

I extend particular gratitude to His Excellency the Governor, the Honourable Premier and Minister of Finance 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 communities we serve. It is your trust, cooperation and support which facilitates accomplishment of our achievements.

Looking forward to 2025, with the Government securing significant financing for needed infrastructural investments in late 2024, the RDA is well poised - and I am confident that the RDA will continue - to deliver on our mandate for sustainable development through project implementation, capacity building and fundraising.

Together, we can and will build a stronger and more sustainable Virgin Islands for today, and for tomorrow.

Mr. Jerry Samuel

Chairman of the Board

Virgin Islands Recovery and Development

Agency

A portrait of a man in a blue suit and red tie, smiling slightly, against a background of green foliage.

CHIEF EXECUTIVE OFFICER

As Chief Executive Officer, I am pleased to present the 2024 Annual Report of the Virgin Islands Recovery and Development Agency which highlights the achievements, challenges and lessons learned by the RDA in our mission to deliver results to the people of the Territory following the devastating impacts of 2017's storms.

Established in 2018, the RDA is a purpose-built body implementing projects, building capacity and raising funds for the recovery and development of our Virgin Islands home. The RDA's mandate is to ensure that projects are delivered in a transparent, accountable, efficient and effective manner, aligned with both the Recovery to Development (RDP) as well as the National Sustainable Development Plans (NSDP).

In 2024, the RDA successfully completed and returned to Government two (2) additional projects now in public use and pursued an additional fifteen (15) projects. The total value of project expenditure executed by the Agency to the end of 2024 is \$56.7 million, with a total of \$62.9 million secured in funding. To the end of 2024, as well, the Agency has delivered training to

159 distinct contractors and hosted 25 interns across various fields including project management, environmental protection, finance, communication and administration.

The Government of the Virgin Islands' acquisition of the \$100 million infrastructure loan from CIBC at the end of 2024 has heralded an injection of resolved commitment by the Government to continued infrastructural development of these islands and will provide the Agency with required resources to continue to deliver on our mandate.

We thus look forward to 2025, a year in which we anticipate increased project activity and accompanying improved efficiency in delivering value for money to

the people of the Virgin Islands. The Honourable Premier and Minister of Finance has articulated a vision for transition of the RDA to a permanent Virgin Islands Development Agency (VIDA) to pursue the sustainable development of our Territory on a permanent basis.

It is with this backdrop that I am pleased to present this Report which continues to tell the story of the RDA, from January to December 2024, in terms of the funds we have raised, the projects we have pursued and delivered, the individuals we have engaged for training, and most importantly, the persons' lives we have been able to impact through pursuit of our mandate for recovery and development.

We will continue to support the Government of the Virgin Islands in carrying the mantle for sustainable development.

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 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), aligned with the National Sustainable Development Plan (NSDP).

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.

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.

MANDATES

PROJECT IMPLEMENTATION

HIGHLIGHTS:

Virgin Islands Law Enforcement Marine Base

Trellis Bay Rest Stop

FUNDING

HIGHLIGHTS:

UniteBVI, Soggy Dollar Foundation and A Private BVI Firm to JVD Multipurpose Education Facility

Maples Group to Eslyn Henley Richiez Learning Centre

Darwin Fund, UKG to JVD Pond Restoration

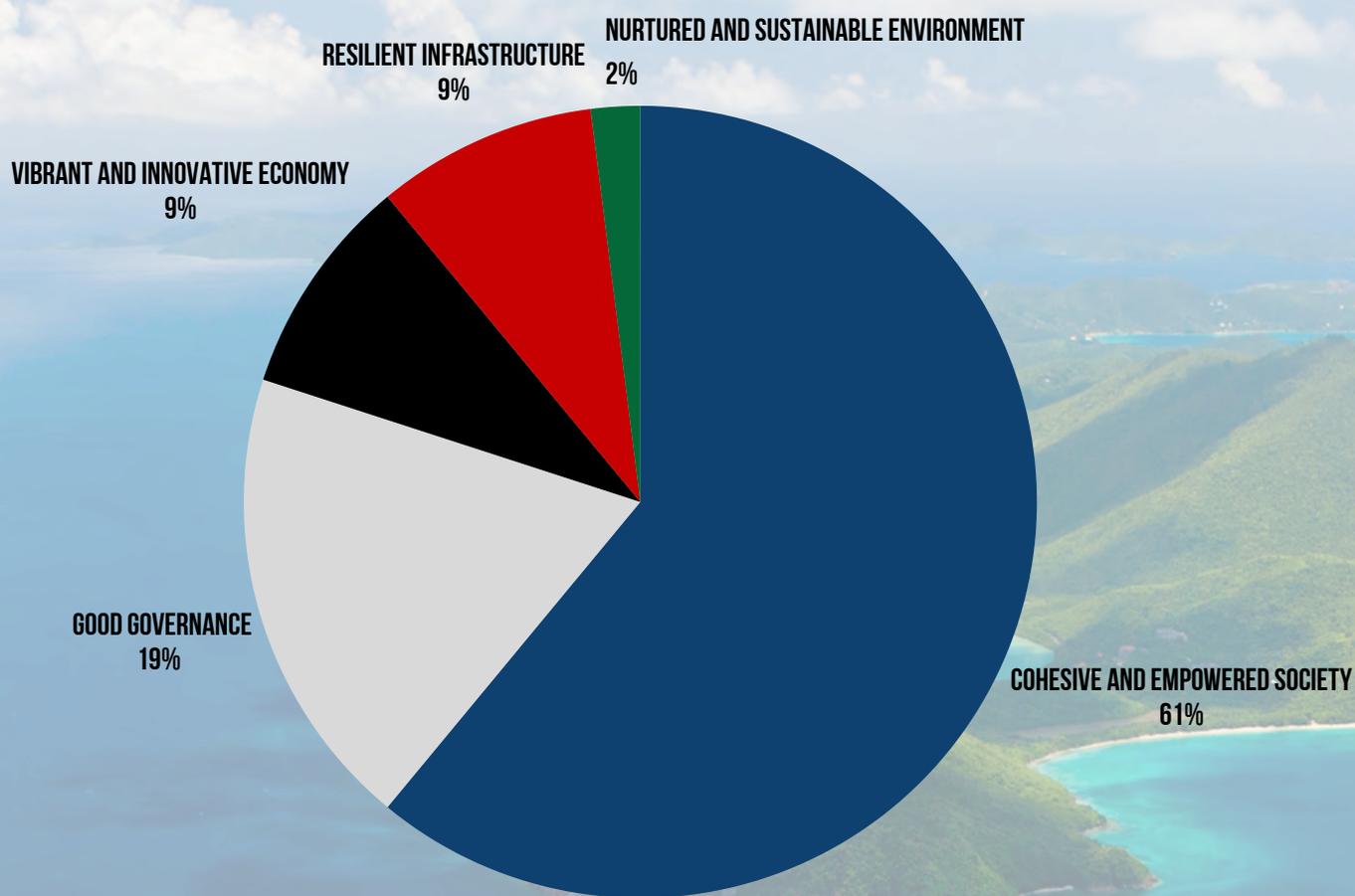
CAPACITY BUILDING

HIGHLIGHTS:

**Contractor Workshop
2 Interns Engaged**



PROJECT INVESTMENTS BY SECTOR (FROM THE RECOVERY TO DEVELOPMENT PLAN)



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

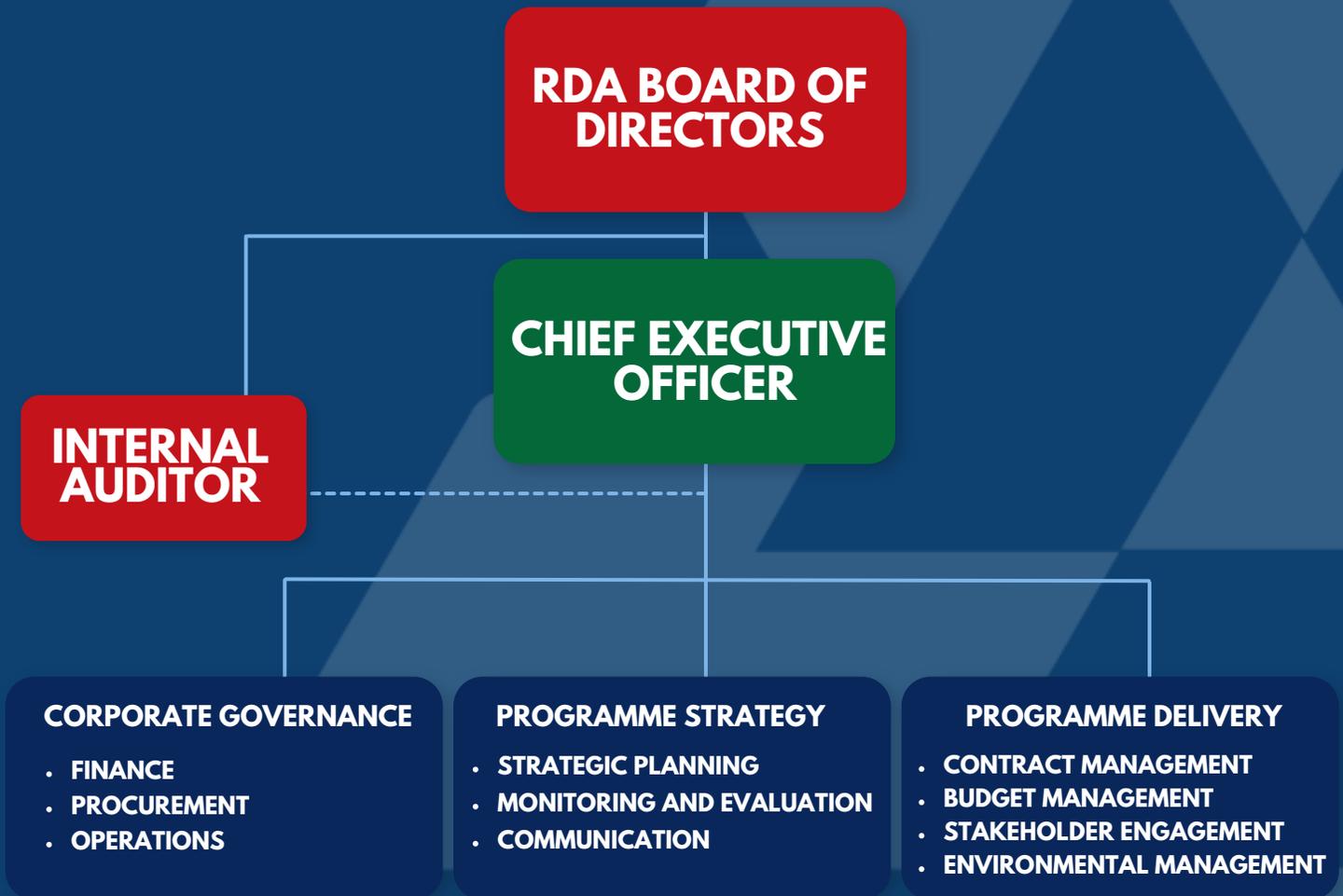
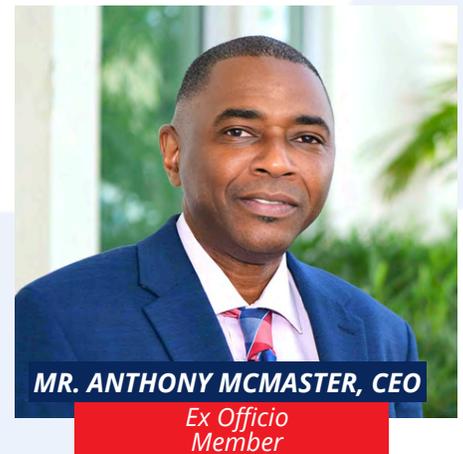


Figure 2 - Organisational Structure (RDA)

BOARD OF DIRECTORS



CORPORATE GOVERNANCE

PROCUREMENT

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 building, 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 building procurement workshops.

CONTRACTS (INCLUDING PURCHASE ORDERS) COMMITTED FOR PROJECTS

During the year 2024, a total value of \$1,657,808 contracts (including purchase orders) 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	\$ 640,500.00	5
RDP Projects & other	\$ 1,011,622.14	13
Purchase Orders	\$ 5,685.44	6
Total RDA Commitments:	\$ 1,657,807.58	24

Figure: Committed Contracts for the year 2024

A total of \$60.72 million in Contracts was committed as at the end of December 2024, of which 97% relates to RDA commitments, while the remainder represents novated contracts from the Ministry of Finance to the RDA. Additionally, 90% of contracts were awarded to local firms, 7% to international firms and the remaining 3% to regional firms. The table and chart below demonstrate the distribution of committed contracts.

Location	Contract Value Distribution	Qty of Contracts
International	\$4,181,681.65	6.89%
Local	\$54,960,149.57	90.52%
Regional	\$1,573,516.88	2.59%
Grand Total	\$60,715,348.10	100.00%

Figure: Committed Contracts by Location as of 31 December 2024

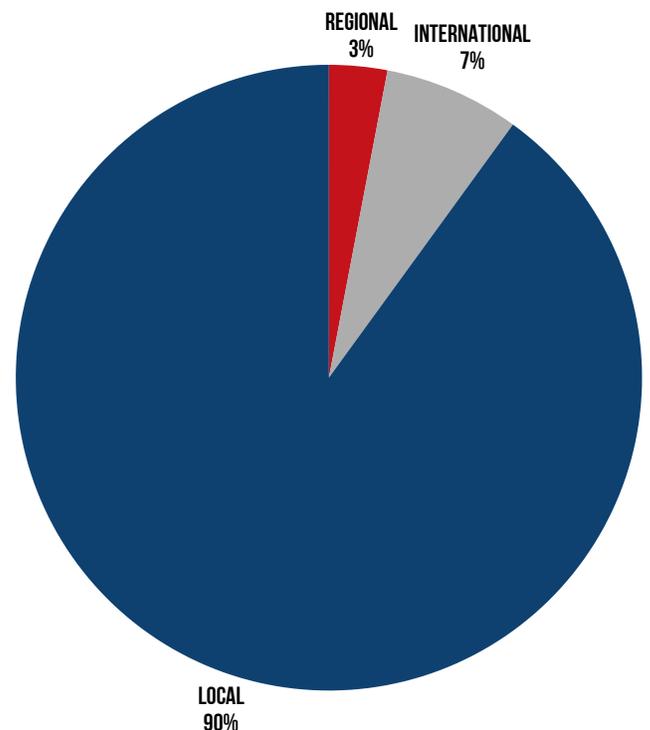


Figure: Committed Contracts by Location as at 31 December 2024

FINANCE

The Finance team has the responsibility of maintaining financial controls to ensure that the Agency is compliant with local and international regulations. The Agency's financial controls are strong enough to preserve the accuracy and reliability of the Agency's Financial Reports, with a robust system of internal controls, policies, and procedures in place, including segregation of duties, documentation, and risk management. Finance tasks include but are not limited to bookkeeping, budgeting & forecasting, cashflow management, monitoring of expenditure, processing of payroll, fixed assets management, financial reporting. A key responsibility is ensuring that the Agency obtains a yearly Unqualified Audit Report from our External Auditors.

For the 2024 fiscal year, expenditure on capital projects amounted to a total of \$2.5M, and expenditure on Caribbean Development Bank (CDB) projects totalled \$2.1M as at 31st December 2024. The Virgin Islands Law Enforcement Marine Base and Jost Van Dyke Multipurpose Educational Facility represented 31% and 30% of this year's capital project expended, respectively. The Trellis Bay Rest Stop represented 11%, while other projects such as Halls of Justice, Water Optimisation, Virgin Islands Agriculture & Fisheries Complex, Farmers Reservoir, National Cultural Centre, Archives, Library & Museum contributed to the overall project spend in 2024.

In regard to CDB expenditure, the Eslin Henley Richiez Learning Centre represented 70% of the expenditure in 2024 with the West End Ferry Terminal representing 14%, and the remaining expenditure comprised of CDB Consultant costs. The 2024 Audited Financial Statements are included as an Appendix to this Report.



OPERATIONS

The Operations activities of the RDA strive to ensure that the Agency's administration and human resources processes remain up to date and systematic in planning for the Agency's administrative and human resource demands.

The Operations team also 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 all meetings. 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 2024 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	3
Fundraising Subcommittee	4
Total	31

Figure: Board and Subcommittee Meetings

Board meeting minutes were recorded and posted on the RDA's website for public viewing <http://bvirecovery.vg/board-meeting-minutes/>.

PROGRAMME STRATEGY

Programme Strategy coordinates activities of strategic planning, programme initiation and project budget delegations, external communication, and monitoring and evaluation for the Agency. To help in leading these processes, in 2024, the Programme Strategy Department initiated four (4) new projects into the Agency, namely the Road Town Development Partnership, Roads Reconstruction, JVD Pond Restoration and BVIHSA Infrastructure Assessment projects, facilitating commencement of detailed planning for delivery of these projects.

In 2024, Strategy also developed the Agency's Performance Monitoring Framework which tracks the RDA's achievement of set targets across our three-pronged mandate of Project Implementation, Capacity Building and Fundraising. For the first time in several years, in 2024 Strategy also updated the Agency's Implementation Schedule and developed an annual Work Plan for 2025 which is in line with the Agency's Strategic Plan 2022-2026. The Agency will track its performance against the articulated objectives and targeted indicators for 2025.

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 2024, the Programme Delivery Department completed the construction of the Royal Virgin Islands Joint Marine Shore Base in March 2024 and started and completed the Trellis Bay Welcome Centre in June 2024 and November 2024, respectively. The Eslyn Henley Richiez Learning Centre was 75% complete at the end December 2024 with a time extension for practical completion from March 2025 to June 2025.

The supply and installation of the kitchen equipment in the Elmore Stoutt High School Food and Nutrition Labs was completed in June 2024 and the next project activity being planned is the remedial works to the ventilation systems to achieve full functionality of the rooms by 2Q 2025. Project planning for A.O. Shirley Recreation Grounds Lighting System was resumed in 4Q 2024 and works are planned to be completed by summer 2025.

In December 2024, the defects liability period on the Jost Van Dyke Multipurpose Educational Facility was concluded and final retention payment made. Renewable Energy installations at HLSCC and Tortola Pier Park were in the process of being closed out at the end of the year.

The procurement of construction works for the West End Ferry Terminal (WEFT) was started in July 2024 and bids are due in January 2025.

The Water Optimization Programme consisting of leak detection and remediation and supply and installation of reservoir meters progressed in 2024 and the leak detection which included training was completed in December 2024 with the Water & Sewerage Department and other public sector personnel. The report on the Consultant's findings is due in January 2025 and will inform the remediation activity. The installation of the reservoir meters is scheduled to start and be completed in 2Q 2025.

A value engineering exercise was conducted on the Halls of Justice design and the cost estimate was revised by the design consultant to bring the design within estimated budget. The revised design and cost estimate was submitted to the Deputy Governor's Office for securing funding in the next available budget cycle.

Two new projects were initiated in 4Q 2024 and were in the planning stage at the end of the year - the Road Town Development Partnership and the Road Reconstruction Programme.

The Immigration Detention Centre was advanced through the planning stage in November 2024 and the initial designs reviewed and found to be over budget. The design process was reset, and a design consultant is to be hired in 1Q 2025 to progress the project to construction by 4Q 2025.

A design consultant was hired to start the design process for the Agriculture and Fisheries Complex and detailed designs are due in 1Q 2025, with construction estimated to start in 3Q 2025.

The planning process was completed for the Farmer's Reservoir Project in 4Q 2024 and the procurement for a design consultant is to start in January 2025.

A feasibility study for the restoration of the Jost Van Dyke Pond was planned and implemented. The feasibility report is due to be submitted in January 2025.

INTERNAL AUDIT

The Virgin Islands Recovery and Development Agency (RDA) steadfastly upholds the Internal Audit function as a foundational element of effective governance. The year 2024 witnessed substantial enhancements in governance and risk management frameworks, strengthening the Agency's Internal Audit function.

A comprehensive review and overhaul of vital governance documents, including 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 was completed in 2024. These updates were geared towards aligning our governance structures with best practices and adapting to the evolving needs of our organisation.

Throughout 2024, the Internal Audit function completed several key risk-based audits, namely:

- **Fixed Asset Management Audit:** Evaluated the design adequacy and operational effectiveness of the policies and processes for managing fixed assets, covering their entire lifecycle from acquisition to disposal;
- **Payroll Process Management Audit:** Assessed the accuracy and compliance of payroll operations, focusing on the processes for calculating and recording statutory deductions; and
- **Financial Management and Reporting Audit:** Scrutinised the structures and controls related to financial management activities, including budgeting, forecasting, cash flow management, and general ledger operations.

The Internal Auditor, working alongside the Audit and Risk Sub-Committee, has developed a comprehensive Risk Assessment and Internal Audit Plan for 2024 to 2025. This plan covers auditable areas across the Agency, illustrating our proactive approach to risk management and internal control enhancements.

As we transition into 2025, the Internal Auditor is actively engaged in updating our internal audit protocols to remain aligned

with global best practices and regulatory changes. We will revise the Internal Audit Manual and the Audit and Risk Sub-Committee Charter to reflect upcoming changes to the Global Internal Audit Standards (GIAS). These updates are critical to ensuring our governance practices are contemporary and meet new global standards.

2024 has been a transformative year in strengthening the RDA's governance framework. Internal Audit's active contributions have been pivotal in enhancing our ability to manage risks effectively, maintain accountability, and foster a culture of continuous improvement. Looking ahead, Internal Audit is committed to maintaining high standards of accountability and operational excellence as we adapt to the changes in the Global Internal Audit Standards.

PROCESSES (INTERNAL)

RDA PROJECT PROGRESS

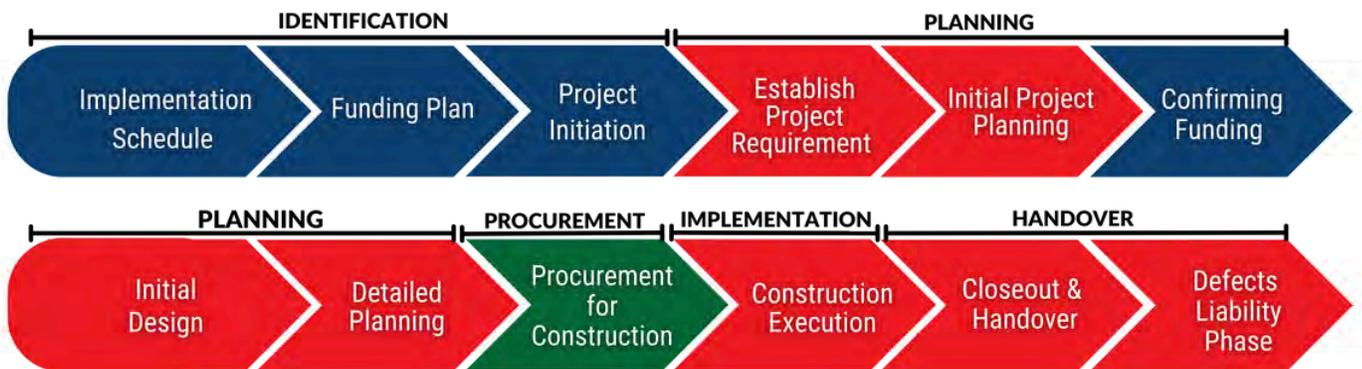
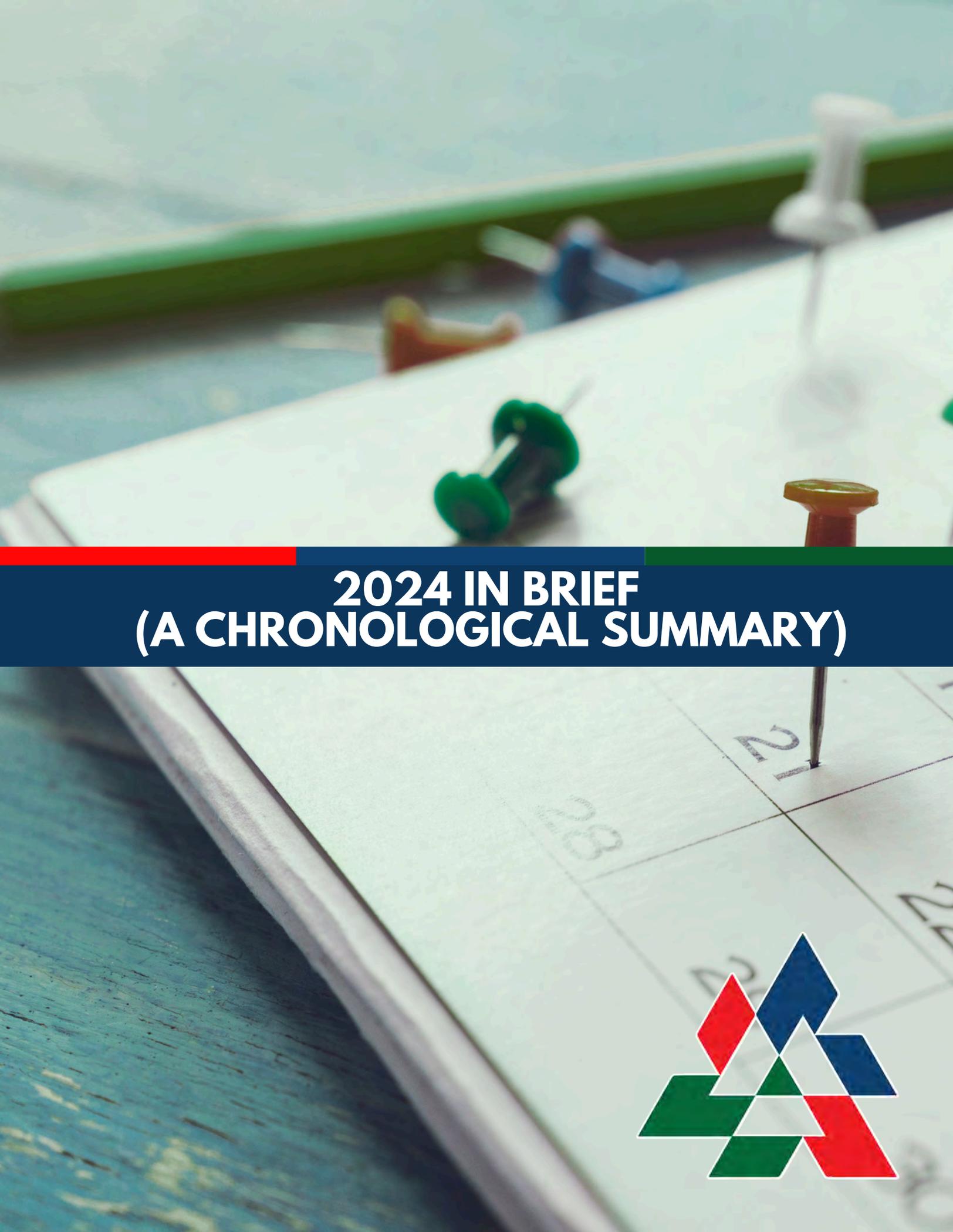


Figure 4: Internal Project life process



**2024 IN BRIEF
(A CHRONOLOGICAL SUMMARY)**



1ST QUARTER

JANUARY



OFFICIAL OPENING OF THE JOST VAN DYKE PRIMARY SCHOOL - A MULTIPURPOSE EDUCATIONAL FACILITY

FEBRUARY



RDA CONTRACTOR WORKSHOP - GENDER, SOCIAL INCLUSION AND ENVIRONMENT WORKSHOP

MARCH



HLSCC EXPO - TORTOLA

2ND QUARTER

APRIL



HANDOVER CEREMONY FOR THE VIRGIN ISLANDS LAW ENFORCEMENT MARINE BASE



MAY



DONOR PLAQUES UNVEILED AT THE ELMORE STOUTT HIGH SCHOOL



CDB VISIT

JUNE



CONTRACT SIGNING FOR THE CONSTRUCTION OF THE TRELIS BAY REST STOP



3RD QUARTER

JULY



AUGUST



SEPTEMBER



PREMIER'S STATEMENT ON THE RDA'S TRANSITION TO VIDA DURING THE PRESS CONFERENCE ON THE APPROVAL OF THE \$100M LOAN

4TH QUARTER

OCTOBER



CONTRACT SIGNING FOR THE DESIGN AND CONSTRUCTION MANAGEMENT OF THE NEW AGRICULTURE AND FISHERIES COMPLEX

NOVEMBER



LEAK DETECTION WORKSHOP

DECEMBER



OFFICIAL OPENING FOR THE TRELIS BAY REST STOP



LEAK DETECTION PRACTICAL TRAINING



PROJECT IMPLEMENTATION IN FOCUS (PROJECTS COMPLETED IN 2024)



GOOD GOVERNANCE

Security and Safety for All

Provision of safety, security and rights of our people and strengthened borders through law enforcement capability, resources and engagement.

RESULTS

PROJECT ACTIVITIES	OUTPUTS	OUTCOME	WHAT PEOPLE SAY
Virgin Islands Law Enforcement Marine Shore Base	<p>Additional police facility repaired/ refurbished</p> <p>14 boats able to be appropriately stored on-site</p> <p>Three (3) law enforcement services fully operational at the facility</p>	90% of police facilities equipped with modern facilities to meet needs.	<p>"It is fit for purpose and built to standard." (Marine Base Beneficiary Feedback Survey response, 2024)</p> <p>"Meets all required expectations." (Marine Base Beneficiary Feedback Survey response, 2024)</p>



PROJECT STATUS UPDATE:

The Virgin Islands Law Enforcement Marine Shore Base project has returned the Marine Base facilities to functional condition following significant damage from 2017's storms. The newly rebuilt facility promotes safety and security and improved communication between law enforcement agencies of the Royal Virgin Islands Police Force, His Majesty's Customs and the Immigration Department. The official handover and opening ceremony for the project was held on 16 April 2024.

COMMUNICATION AND COMMUNITY ENGAGEMENT ACTIVITIES:

Communication efforts led the planning for the official opening ceremony, ensuring seamless execution and visibility. Communication attended the final walkthrough with the Client Ministry, capturing key moments and securing comprehensive project documentation. Additionally, an exceptional project completion video was produced, highlighting the project's impact and significance. Communication also led the design of the commemorative plaque, which was unveiled during the official opening ceremony. A press release titled, 'RDA successfully completes Marine Base Project, Ready for Handover' secured widespread media coverage.

PROCUREMENT ACTIVITIES/INFORMATION:

Winning Tenderer: James Todman Construction Ltd
 Final Awarded Price: US\$2,380,509.87

In 2024, community engagement activities focused mainly on "drop-ins" to seek feedback from community members. One (1) project newsletter was disseminated by the Community Liaison Officer (CLO) to key stakeholders prior to the handover of the facility. The CLO also recorded nine (9) grievances in 2024 pertaining to the Marine Base project, specifically regarding the design and defects.

Latest Project Cost Estimate: \$3,095,348

VIBRANT AND INNOVATIVE ECONOMY

Tourism

Improved tourism product that is aesthetically appealing and provides an enhanced experience to our visitors.

RESULTS

PROJECT ACTIVITIES

Trellis Bay Rest Stop

OUTPUTS

Additional tourist facility available

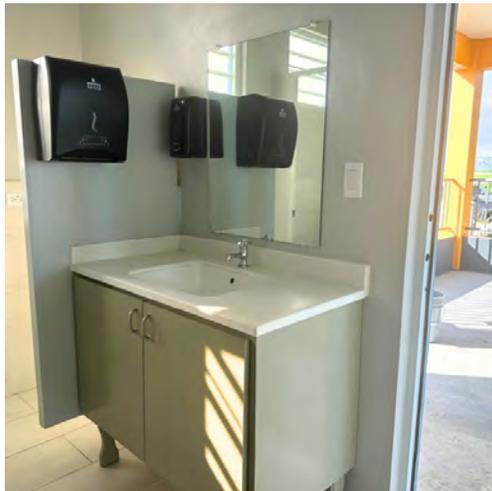
50 end users able to be accommodated in aesthetically pleasing, functional structure

OUTCOME

Proportion of tourists utilising Trellis Bay reporting an improvement in aesthetics and readiness of the area

WHAT PEOPLE SAY

"I was impressed with its size, spacious seating area, two restroom facilities, two wheelchair ramps, and two huge black tanks in case water goes off in the area." (The Real BVI Community Board, Facebook post Dec 27, 2024)



PROJECT STATUS UPDATE:

The Trellis Bay Rest Stop improves the experience of visitors and residents alike, resulting in a better traveling experience for all who use the facilities. It is also a focal point for tourists arriving and leaving by air, as part of their journey to and from resorts on the sister islands and their island-hopping experience. The project achieved practical completion on November 13, 2024, and the handover ceremony was held on December 5, 2024. Installation of permanent electrical connection, parking lot grading, seating and landscaping were completed in December 2024.

PROCUREMENT ACTIVITIES/INFORMATION:

Winning Tenderer: James Todman Construction Ltd
Final Awarded Price: US\$2,380,509.87

COMMUNICATION AND COMMUNITY ENGAGEMENT ACTIVITIES:

To keep the public informed during critical phases of construction, the team produced bulletins including "Trellis Bay Parking Lot Closed for Grading Works" and "Temporary Parking for Trellis Bay Jetty Commuters," ensuring timely updates on temporary inconveniences. Three strategically placed on-site signs guided motorists to temporary parking and a flyer emphasizing the economic benefits of the construction activities was created.

The highlight was the execution of the Official Opening Ceremony which was strategically timed with the arrival of Speedy's ferry. Following the event, the RDA issued a press release titled "It's Official: Trellis Bay Rest Stop Officially Opened," generated 99 reactions and 22 shares.

Community engagement activities comprised regular site visits by the Community Liaison Officer (CLO), a survey to engage with stakeholders prior to project execution and the curation and dissemination of four (4) Project Newsletters (July, August, September, November) to key project stakeholders inclusive of community members. The CLO recorded and facilitated redress for two (2) grievances pertaining to the Trellis Bay Rest Stop project.

Latest Project Cost Estimate: \$313,514



PROJECT IMPLEMENTATION IN FOCUS

(PROJECTS IN PROGRESS IN 2024)



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

PROCUREMENT

PROCUREMENT ACTIVITIES/INFORMATION:

Winning Consultant (Design & Construction Management): Inros Lackner S.E.
Final Awarded Price: US\$1,048,909.00
Bid documents were issued on 30 July 2024 to four (4) shortlisted firms for the Construction of the West End Ferry Terminal & Temporary Facility. The initial bid submission deadline of 18th October 2024 was extended to 17th January 2025.

COMMUNICATION AND COMMUNITY ENGAGEMENT ACTIVITIES:

The press release, "No Objection Received from CDB; Bid Documents Issued to Four Shortlisted Firms," highlighted a significant milestone in the procurement process. The Bulletin "Extension of Deadline for Submission of the West End Ferry Terminal and Temporary Facility Bids," announced the revised timeline, ensuring transparency. Both press materials were published across relevant communication channels to maximize reach and engagement.

Community engagement activities comprised the dissemination of two (2) Project Newsletters (April, September) to key project stakeholders inclusive of community members. No grievances were recorded pertaining to the project. Additionally, a stakeholder engagement plan was drafted that outlines community engagement activities per project phase.

RESILIENT INFRASTRUCTURE

Roads

High quality road network and coastal defences with resilient designs based on climate risk factors, flood risk mapping, and supplies from recycled materials.



EXPECTED RESULTS ON COMPLETION

PROJECT ACTIVITIES

Road Reconstruction Programme

OUTPUTS

Linear feet of road reconstructed

OUTCOME

People with access to improved road conditions

Increased level of satisfaction among road users regarding quality of reconstructed roadways

STATUS

PROCUREMENT

COMMUNICATION AND COMMUNITY ENGAGEMENT ACTIVITIES:

A draft stakeholder engagement plan was drafted by the Community Liaison Officer (CLO) to outline the engagement activities including Project Fliers, Fact Sheets and Site Visits to be conducted throughout the project life cycle. The CLO did not record any grievances.

A communication strategy will be developed and executed to ensure effective stakeholder engagement, public awareness, and media coverage to support the project's objectives.

RESILIENT INFRASTRUCTURE

WATER AND SEWERAGE

Improved network and access to water with greater efficiency working towards more sustainable revenue generation on Tortola.



EXPECTED RESULTS ON COMPLETION

PROJECT ACTIVITIES	OUTPUTS	OUTCOME	STATUS
Water Optimisation	10-20 Water and Sewerage professionals trained in leak detection 25 reservoir meters installed	Increased percentage of water distribution network meeting required standard	IMPLEMENTATION

PROCUREMENT ACTIVITIES/INFORMATION:

Supply & installation of water meters for the reservoirs across Tortola, Virgin Gorda & Jost Van Dyke
 Winning Supplier: Control Technologies Barbados Limited
 Final Contract Price: US\$281,412.82

Provision of Leak Detection Services
 Winning Consultant: Water Research Centre Limited
 Final Contract Price: US\$104,750.00

COMMUNICATION AND COMMUNITY ENGAGEMENT ACTIVITIES:

A stakeholder engagement plan and Fact Sheet were drafted by the Community Liaison Officer, that outlines engagement activities per project phase (initiation, planning, procurement, execution, handover).

Communication activities for the Water Optimisation Project focused on supporting all aspects of the Training Workshop, from initial awareness to comprehensive event coverage. A 'Save the Date', followed by a detailed flyer, and a press release promoted the workshop. A bulletin was also issued to alert the community about in-field assessments taking place in strategic locations. Additionally, the Communication team documented the presentation of equipment purchased through the project to the subject Ministry.

VIBRANT AND INNOVATIVE ECONOMY BUSINESS AND 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

Road Town
Redevelopment
Partnership Project

OUTPUTS

Needs assessment plan developed for formulating detailed intervention plan

Disabled access facilities established

Pedestrian infrastructure rehabilitated

OUTCOME

80% of persons reporting enhanced experience in utilising Road Town's pedestrian infrastructure and other public facilities

STATUS

PLANNING

VIBRANT AND INNOVATIVE ECONOMY

BUSINESS AND 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.



EXPECTED RESULTS ON COMPLETION

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

Reduction in reported water shortages by farmers (5% of the time water is unavailable)

STATUS

PLANNING AND PROCUREMENT

PROCUREMENT ACTIVITIES/INFORMATION:
 Agriculture & Fisheries Complex
 Winning Consultant (Design & Construction Management):
 Trojan Design & Development Ltd
 Final Awarded Price: US\$95,200.00

COMMUNICATION AND COMMUNITY ENGAGEMENT ACTIVITIES:
 Community engagement activities comprised a survey to engage with stakeholders prior to project execution and a draft stakeholder engagement plan by the Community Liaison Officer (CLO). New project website pages were created to provide a centralized platform for critical information on both the Agriculture and Fisheries Complex and the Farmers' Reservoir projects. The pages will enhance public awareness and support an open and informed communication process. This serves as a valuable resource for promoting transparency.

NURTURED AND SUSTAINABLE ENVIRONMENT

RENEWABLE ENERGY:

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



EXPECTED RESULTS ON COMPLETION

PROJECT ACTIVITIES	OUTPUTS	OUTCOME	STATUS
Renewable Energy Installations	<p>6 solar power systems commissioned</p> <p>Backup generation power in place</p> <p>90 kwp of electricity generation installed</p>	Reduction in average monthly cost of electricity provision in relevant properties	IMPLEMENTATION

PROCUREMENT ACTIVITIES/INFORMATION:

Solar Facility for the Leonora Delville Primary School
 Winning Tenderer: Amandla Engineering
 Final Awarded Price: US\$40,748.00

Solar Facility for the Ivan Dawson Primary School
 Winning Tenderer: ATEC (BVI) Ltd
 Final Awarded Price: US\$53,380.00

Solar Facility for the Jost Van Dyke Clinic
 Winning Tenderer: Amandla Engineering
 Final Awarded Price: US\$65,500.00

PROCUREMENT ACTIVITIES/INFORMATION CONT:

SOLAR FACILITY FOR THE ENIS ADAMS PRIMARY SCHOOL
 Winning Tenderer: Amandla Engineering
 Final Awarded Price: US\$66,500.00

Solar Facility for the Francis Lettsome Primary School
 Winning Tenderer: Amandla Engineering
 Final Awarded Price: US\$66,500.00

Design, Build & Deliver Solar PV Systems (Off Grid Power Boxes)
 Winning Tenderer: Your Eco
 Final Awarded Price: US\$95,900.00

NURTURED AND SUSTAINABLE ENVIRONMENT

ENVIRONMENTAL PROTECTION:

The protection and prioritisation of the environment for future generations, embedding environmentally sustainable approaches to the use of the terrestrial and marine environment, including for tourism, agriculture and fisheries, and infrastructure.



EXPECTED RESULTS ON COMPLETION

PROJECT ACTIVITIES

Jost Van Dyke Pond Restoration

OUTPUTS

Feasibility assessment for JVD Pond restoration and flood control completed

Wetland restored

OUTCOME

Total number of distinct species observed in Jost Van Dyke

STATUS

PROCUREMENT

PROCUREMENT ACTIVITIES/INFORMATION:

Winning Consultant (Consultant Engineer): Brent Brydon
Final Awarded Price: US\$6,800.00

Winning Consultant (Hydrologist): Horsley Witten Group, Inc.

Final Awarded Price: US\$6,500.00

COMMUNICATION AND COMMUNITY ENGAGEMENT ACTIVITIES:

Community engagement activities comprised community transect walks, face to face interviews with residents and the curation and dissemination of a Project Fact Sheet by the Community Liaison Officer (CLO). The CLO also drafted a stakeholder engagement plan which outlines the future engagement activities of the project, once funding for the actual works (pond restoration) is secured.

A communication strategy will be developed and executed to ensure effective stakeholder engagement, public awareness, and media coverage to support the project's objectives.

GOOD GOVERNANCE

Government Buildings & Systems and 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
Immigration 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
BVI Health Services Authority Infrastructure Assessment	<p>Buildings surveyed</p> <p>Assessment document developed for long term preventative maintenance</p>	<p>Statutory Compliance of the Dr. D Orlando Smith Hospital and community clinics</p> <p>Increased use of sustainable infrastructure maintenance practices at the Dr. D Orlando Smith Hospital and community clinics</p>	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 outstanding for more than six months</p>	PLANNING

COHESIVE AND EMPOWERED SOCIETY: HUMAN AND SOCIAL SERVICES

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

IMPLEMENTATION

PROCUREMENT ACTIVITIES/INFORMATION:

Design & Construction Management of the Eslyn Henley Richiez Learning Centre

Winning Consultant: Tiger Qi Architecture

Final Awarded Price: US\$130,720.00

Construction of the Eslyn Henley Richiez Learning Centre

Winning Tenderer: Autland Heavy Equipment Co. Ltd.

Final Awarded Price: US\$3,959,690.15

COMMUNICATION AND COMMUNITY ENGAGEMENT ACTIVITIES:

Community engagement activities comprised the curation and dissemination of seven (7) Project Newsletters in 2024, along with community drop-ins by the Community Liaison Officer (CLO). The CLO also managed the redress for one (1) recorded grievance.

Continuous updates on this project remain at the forefront of the RDA's social media channels, highlighting feedback from the end user and coordinating the official walkthrough and site visits with the Client Ministry. Communication also captured updated drone and ground imagery to showcase project progress and updated the project website page to ensure accurate and timely information is accessible to the public.

COHESIVE AND EMPOWERED SOCIETY: HUMAN AND SOCIAL SERVICES

PRIDE AND CULTURAL IDENTITY:

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



EXPECTED RESULTS ON COMPLETION

PROJECT ACTIVITIES	OUTPUTS	OUTCOME	STATUS
National Cultural Centre, Archives, Library and Museum (Heritage Village)	<p>3,000 persons seating capacity provided in the National Cultural Centre</p> <p>An established, permanent location for National Archives and Library</p>	<p>Events held in heritage and cultural facilities</p> <p>1,500 visitors to heritage and cultural sites</p> <p>Increased active library users</p>	PLANNING
AO Shirley Recreation Grounds	<p>3,800 meters of track repaired</p> <p>Adequate stands constructed for 2,500 persons</p> <p>4-bathroom facilities constructed</p> <p>13 dormitory rooms available to accommodate elite athletes on-site</p>	<p>2 regional and international sporting events held annually</p>	IMPLEMENTATION

COHESIVE AND EMPOWERED SOCIETY: HUMAN AND SOCIAL SERVICES

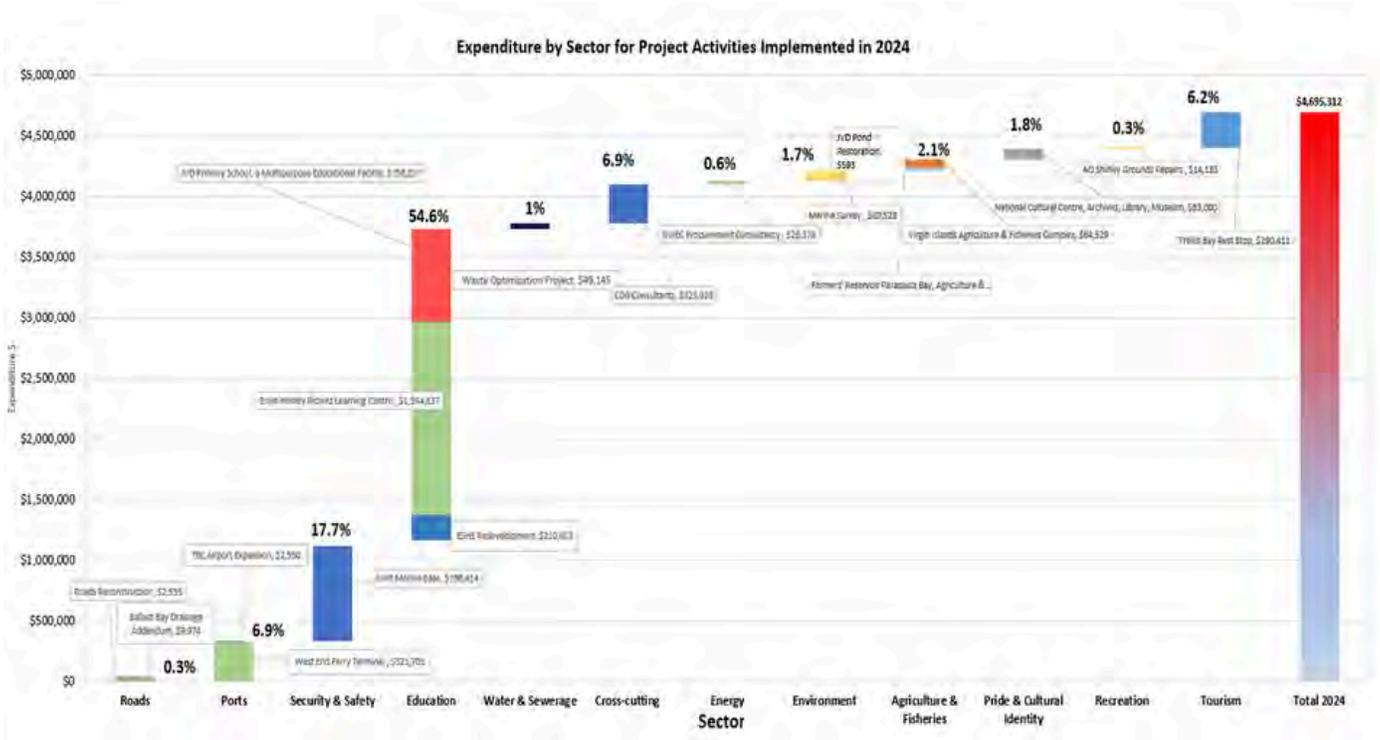
WASTE AND DEBRIS MANAGEMENT:

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



EXPECTED RESULTS ON COMPLETION

PROJECT ACTIVITIES	OUTPUTS	OUTCOME	STATUS
Waste Management Solutions	<p>Waste management solutions implemented/commissioned</p> <p>Waste management solutions devised based on waste management strategy</p> <p>Sites evaluated and candidate chosen for landfill development</p>	<p>Improved waste management in the Territory</p> <p>200 tons of waste recycled</p>	PLANNING



2024 Expenditure by Sector for Project Activities



CAPACITY BUILDING

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



RESULTS

PROJECT ACTIVITIES

Contractor Capacity Building

OUTPUTS

One-on-one trainings conducted with contractors

OUTCOME

Contractors from (3) firms trained on preparation of tenders

WHAT PEOPLE SAY

Internship Programme

Two (2) interns engaged

Young professionals exposed to communication, and business administration.

THE RDA CONDUCTED ONE CAPACITY BUILDING WORKSHOP FOR CONTRACTORS ON SOCIAL AND GENDER CONSIDERATIONS.

In 2024, two (2) interns received the opportunity for professional learning experience in communication and business administration. As at the end of 2024, a total of twenty-five (25) interns have been engaged at the RDA since inception.



SUPPORTING PROJECT IMPLEMENTATION



SUPPORTING PROJECT IMPLEMENTATION

FUNDING

The Virgin Islands Recovery and Development Agency received project funding into the Virgin Islands Recovery Trust totalling \$5.5M for the year 2024. Specifically \$1.2M was received from the Government of the Virgin Islands (GoVI), \$4.2M from CDB, \$32K from UK Government/Darwin Grant, and \$79K from Private Donors. GoVI funding received included \$247K for the Farmers Reservoir Project, \$486K for the Marine Base, \$459K for the JVD Multipurpose Educational Facility and \$50k for the Agriculture & Fisheries Complex. CDB funding received included \$1.9M for the West End Ferry Terminal and \$2.2M for the Eslyn Henley Richiez Learning Centre projects.

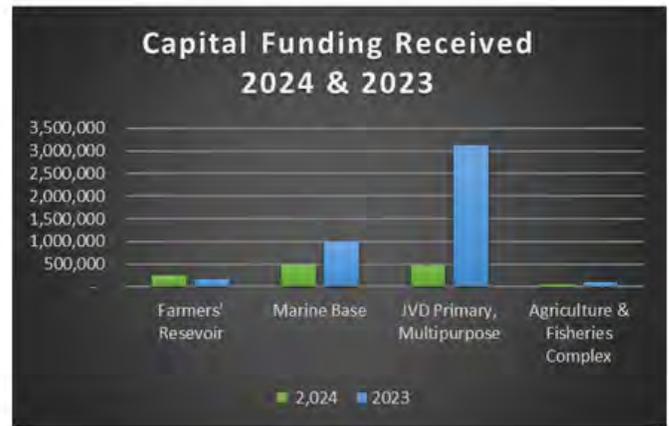
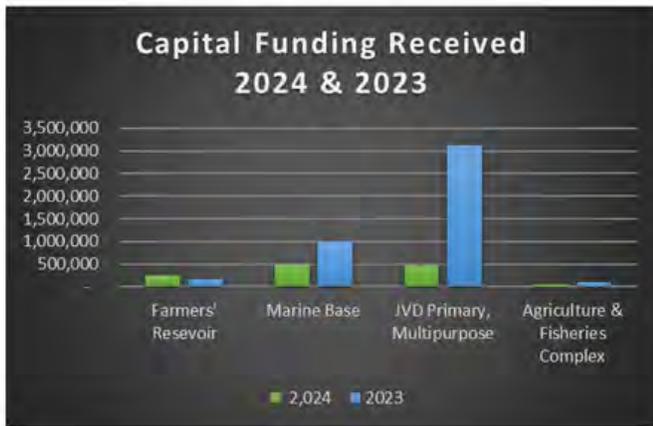


Figure: RDA's Capital and CDB Funding Received in 2024 & 2023

Alongside funding from the Government of the Virgin Islands, donor funding during 2024 represented a total of 2% of project funding for the year. Specifically in terms of donor funding, \$32K was received from the UK Government through the Darwin Initiative Grant for the Feasibility Study of the JVD Pond Restoration Project, \$70K was donated by the Maples Group towards the Eslyn Henley Richiez Centre, and \$9K was received from a Private BVI firm towards educational projects being implemented by the RDA.



Figure: RDA's Donor CDB Funding Received in 2024

Being cognizant of the fundraising element of our three-pronged mandate, the RDA looks forward to taking concerted measures to intensify fundraising efforts in the coming year, including recruitment of dedicated fundraising staff.

MONITORING AND EVALUATION

In 2024, 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 2024, efforts continued to conduct results-focused evaluation and research to capture data to improve on project performance, particularly as it relates to Contractors, including utilising the RDA's developed Contractor Evaluation Framework.

A total of three (3) 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 2024	Value for Money Score (/100)
Anegada Recreation Facility	65.0
Virgin Gorda Police Additional Repairs	72.5
Elmore Stoutt High School Redevelopment	62.5
Average	66.7/100

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 2024 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 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 2024, the RDA successfully completed and continued implementing projects that contributed to various sectors, including Education, Tourism, Renewable Energy, Agriculture and Fisheries, Water and Sewerage, Environmental Protection, Waste and Debris Management, and Security & Safety. It is essential to consider the RDA's accomplishments in both project completion and ongoing implementation within the broader scope of the Agency's mandate to act on behalf of the Government of the Virgin Islands, ultimately serving the people of the Virgin Islands.

Initially, the envisioned role of an approved Implementation Schedule (IS), was to define and periodically update the annual work programme for project implementation by the RDA. While the Implementation Schedule has not received official endorsement from the GoVI's Cabinet, it has been utilised as a framework for guiding project implementation. In addition to the projects listed in the Implementation Schedule, the RDA also undertakes projects assigned by Central Government on an ad-hoc basis.

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 2024. The completion of the Virgin Islands Law Enforcement Marine Base in April 2024 contributed to a total of 96% of funded projects from the 2021 Implementation Schedule being completed at the end of 2024. Of the funded projects scheduled to be delivered in 2022 based on the Implementation Schedule, 78% were completed by December 2024. Additionally, the only funded project from the Implementation Schedule for 2023 was on hold, as at December 2024, pending directives from the client Ministry on the way forward for the project. In general, of the 35 funded projects scheduled to be completed from 2021 through 2024, the RDA successfully delivered 89% or 31 project interventions, with three (3) projects currently in progress and one on hold.

In terms of the overall progress of the Agency in delivering all projects within the Implementation Schedule, or otherwise assigned, whether funded or not, of the 80 total projects assigned to the Agency through the Implementation Schedule or other ad-hoc methods, as at 31st December 2024, the RDA has successfully implemented a total of 44 project interventions, or 55%. Eight (8) projects from the Implementation Schedule were slated to be completed in 2024, namely, Territorial Retaining Structures, Environmental Health and Department of Waste Management Building, CAC Building Services Rehabilitation, Police Headquarters, Isabella Morris School, Elmore Stoutt High School Rehabilitation, establish a WTE incinerator plant on Virgin Gorda, and Central Library and Territorial Archives Unit (Heritage Village). A major phase of the Elmore Stoutt High School Rehabilitation project was completed in 2022, however the other seven (7) projects have not been funded, and have not been funded. In 2024, in addition to the Virgin Islands Law Enforcement Marine Base, the RDA also successfully completed the Trellis Bay Rest Stop. 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 (NSDP), is further used to guide the work programme assigned to the Agency. At the end of 2024, the Government of the Virgin Islands was able to secure a \$100 million loan for infrastructure investments, utilising the NSDP Infrastructure Plan framework to assist in framing the disbursement schedule and financing requirements for the projects. Utilisation of the NSDP Infrastructure Plan framework will support the Government in better inculcating progress made by the RDA in our efforts to push forward the Government's recovery and development mandate.

IMPLEMENTATION PROGRESS

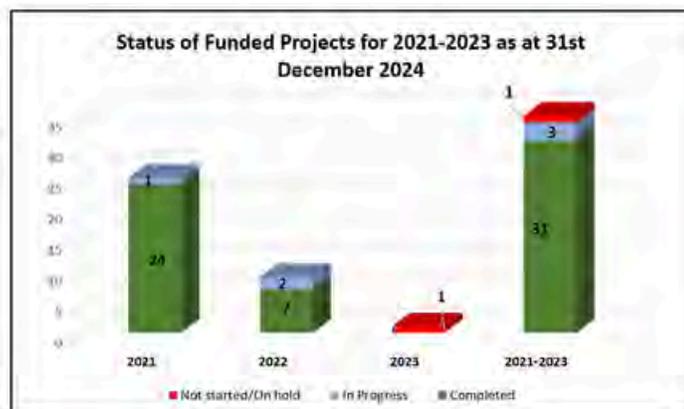
SCORECARDS

Funded Projects from Implementation Schedule for 2021	Project Status (End of 2024)			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	96%			

Funded Projects from Implementation Schedule for 2022	Project Status (End of 2024)			Value for Money Score
	Completed	In Progress	Not Started/ On Hold	
Elmore Stoutt High School Redevelopment	✓			62.5/100
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	✓			72.5/100
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 2024)			Value for Money Score
	Completed	In Progress	Not Started/ On Hold	
National Cultural Centre, Archives, Library and Museum (Heritage Village)			✓	N/A
Percentage of Funded Projects for 2023 Completed	0%			

Status of Funded Projects for 2021-2023		
Completed	31	88.6%
In Progress	3	8.6%
Not started/ On hold	1	2.8%
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 2024
	In 2024
	After 2024

All Projects from Implementation Schedule ROADS	Project Status (End of 2024)			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
Asphaltic Works	✓			N/A
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	56%			

All Projects from Implementation Schedule WATER AND SEWERAGE	Project Status (End of 2024)			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

Expand the National Sewerage Programme to various communities throughout the Territory including the sister islands.			✓	
Percentage of all Water and Sewerage Interventions Completed	60%			

All Projects from Implementation Schedule SEA PORTS	Project Status (End of 2024)			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 2024)		
	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 2024)			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
VG Admin Building (Cleaning)	✓			N/A
Environmental Health and Department of Waste Management Building			✓	N/A
CAC Building Services Rehabilitation			✓	
Percentage of all Government Buildings and Systems Interventions Completed	75%			

All Projects from Implementation Schedule SECURITY & SAFETY FOR ALL	Project Status (End of 2024)			Value for Money Score
	Completed	In Progress	Not Started/ On Hold	
VG Police Station Additional Repairs	✓			72.5/100
Immigration 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	56%			

All Projects from Implementation Schedule EDUCATION (SCHOOLS)	Project Status (End of 2024)			Value for Money Score
	Completed	In Progress	Not Started/ On Hold	
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
Elmore Stoutt High School Rehabilitation	✓			62.5/100
Isabella Morris School			✓	
Percentage of all Education (Schools) Interventions Completed	75%			

All Projects from Implementation Schedule RECREATION	Project Status (End of 2024)			Value for Money Score
	Completed	In Progress	Not Started/ On Hold	
VG Sports Complex (A. Jeffrey Caines Sports Arena)	✓			65/100
Anegada Recreation Grounds	✓			65/100
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 2024)			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 2024)			Value for Money Score
	Completed	In Progress	Not Started/ On Hold	
Special Debris Clearance	✓			64.71/100
Solid Waste Management			✓	
Incinerator Dismantling	✓			73.68/100
Establish a WTE incinerator plant on Virgin Gorda			✓	N/A
Relocate Tortola Landfill			✓	
Percentage of all Waste and Debris Management Interventions Completed	40%			

All Projects from Implementation Schedule TOURISM	Project Status (End of 2024)			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	50%			

All Projects from Implementation Schedule AGRICULTURE AND FISHING	Project Status (End of 2024)		
	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%
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All Projects from Implementation Schedule MUSEUMS AND LIBRARIES	Project Status (End of 2024)		
	Completed	In Progress	Not Started/ On Hold
Restore Museums, Historical and Heritage Sites			✓
Central Library and Territorial Archives Unit (Heritage Village)			✓
Percentage of all Museums and Libraries Interventions Completed	0%		

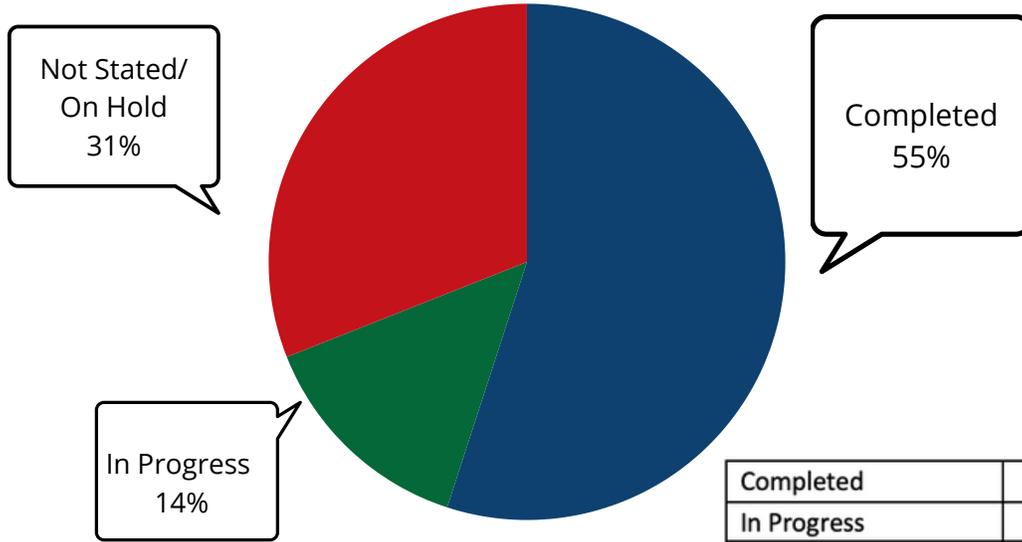
All Projects from Implementation Schedule ENVIRONMENT	Project Status (End of 2024)			Value for Money Score
	Completed	In Progress	Not Started/ On Hold	
Marine Survey	✓			72.5/100
Jost van Dyke Pond Restoration		✓		N/A
Percentage of all Environment Interventions Completed	50%			

All Projects from Implementation Schedule ENERGY	Project Status (End of 2024)			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



Completed	44	55%
In Progress	11	14%
Not Started/On Hold	25	31%
TOTAL	80	

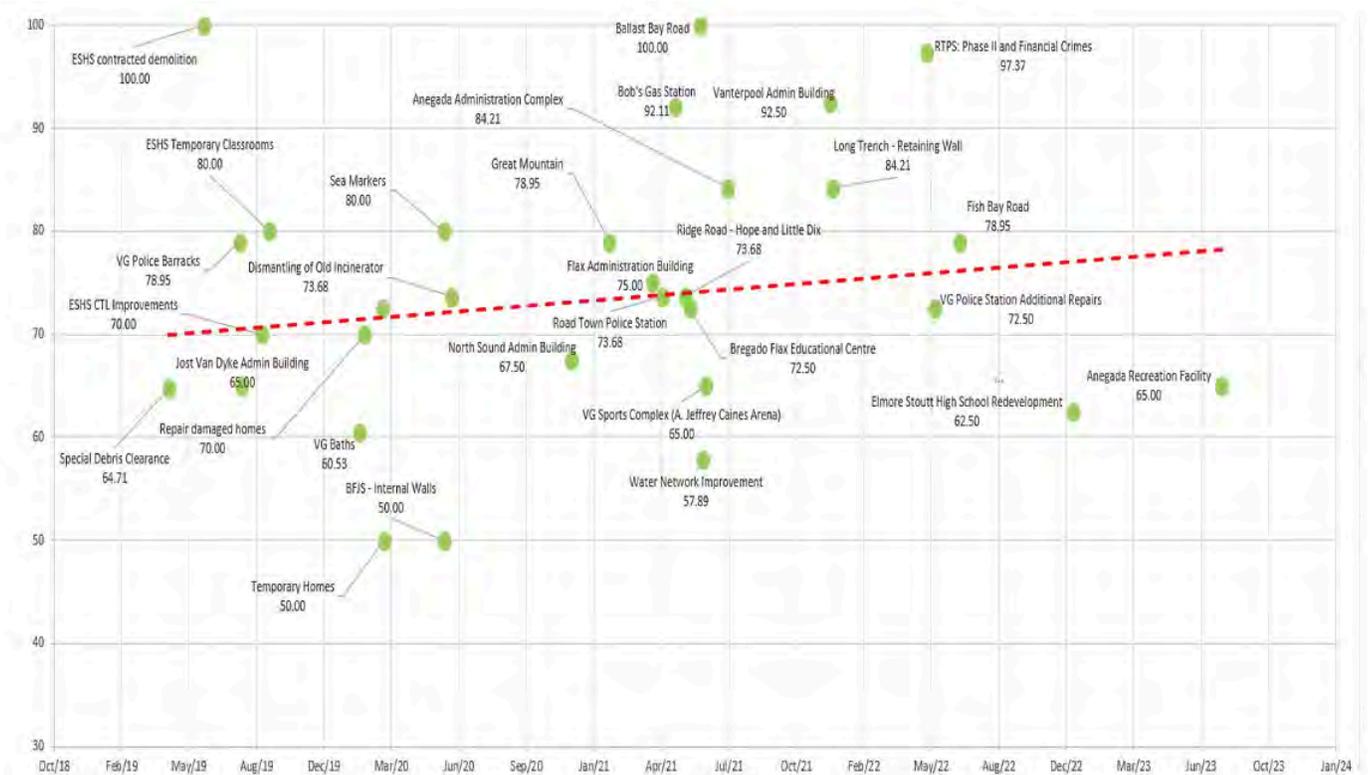
Implementation Progress for all Project Interventions

VALUE FOR MONEY

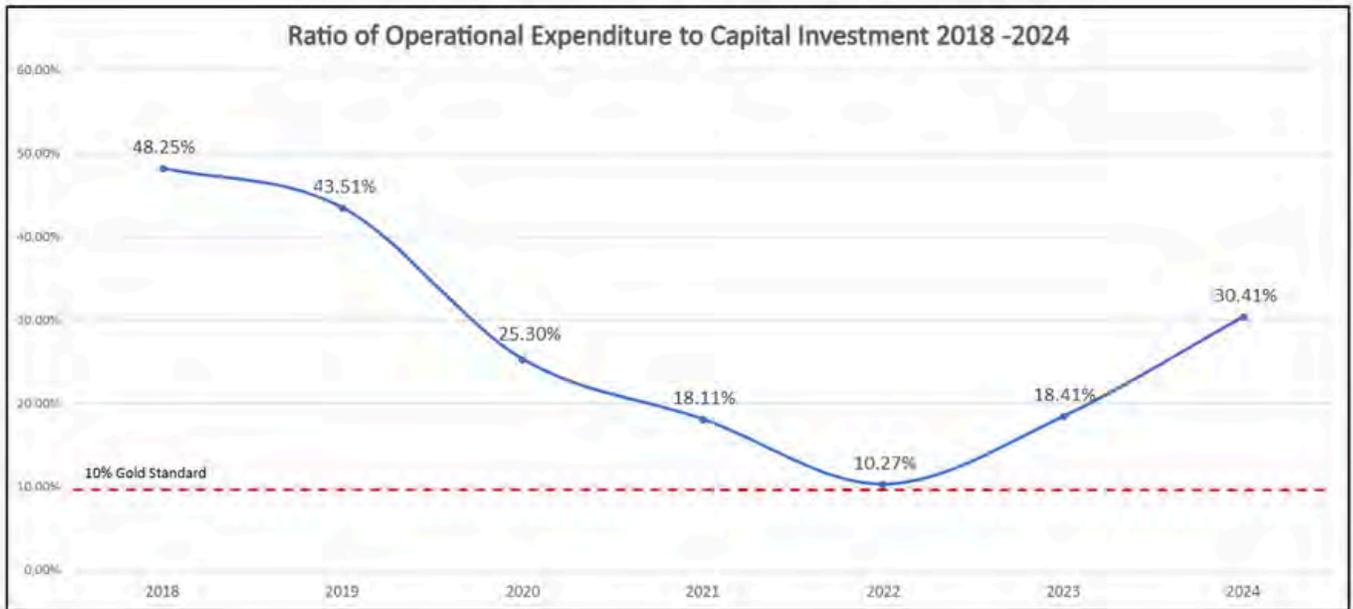
The RDA aims to secure Value for Money (VfM) in implementing project interventions on behalf of the people of the Territory. The RDA's efforts to ensure VfM in project delivery include implementing a rigorous planning process including signed-off Statements of Requirement; upholding best-practice procurement 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.

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 including determining budgets and schedules, which better considers stakeholder requirements. More detailed, careful planning at the outset helps to prevent delays further along in the project cycle, while close schedule management ensures better adherence with scheduled targets.

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.



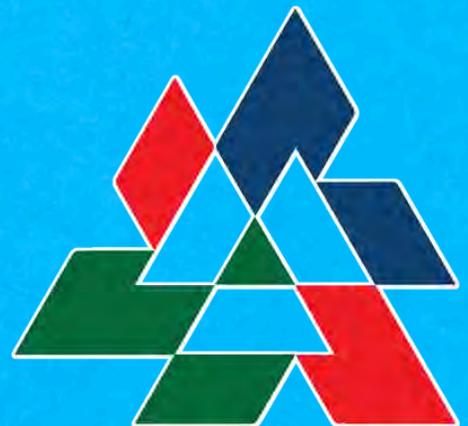
Project Scores



Ratio of Operational Expenditure to Capital Investment 2018-2024



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.

STRATEGIC DIRECTION

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. In 2024, the Premier announced his intention to have the RDA transition to the Virgin Islands Development Agency (VIDA), and discussions ensued on beginning the required transition process, beginning with preparation of a Cabinet paper for Cabinet decision on the transition. Decision by the Cabinet followed by the House Assembly in the coming months will empower the RDA to concretise plans for transition to VIDA, including planning, legislative and resourcing requirements.

PROJECT PRIORITISATION AND FUNDING

In 2024, the Government of the Virgin Islands successfully acquired a \$100 million loan towards infrastructure investment. This loan has secured funding for several projects being implemented by the RDA, including the Immigration Detention Centre, Road Town Development Partnership and the Roads Reconstruction projects. While demands for development projects remain high, the Government will need to prioritise projects to maximise impacts on sustainable development.

The RDA-developed NSDP Infrastructure Planning Framework can be utilised to assist Government in confirming priorities and scheduling project implementation over the next decade and a half. The Ministry of Finance utilised the framework to produce the projects listing for the secured loan funding. This has assisted the RDA in better framing our project portfolio over the next few years. As the Agency transitions into VIDA, it is envisioned that use of the NSDP Infrastructure Plan will improve the ability of the RDA to plan implementation of projects to the benefit of the people of the Territory: planning with a longer-term focus, and assisting acquisition of funding, as required, to actualise the vision of the NSDP.

RISING COSTS

The Virgin Islands, like the rest of the world, has not been immune to increasing costs over the last several years, caused by supply chain disruptions and conflicts in energy-producing regions. Costs of construction in particular have increased significantly. It is within this backdrop that the RDA is challenged to effectively deliver value-for-money. It is through detailed and careful planning and project management as well as value engineering exercises, that the Agency aims to contain costs and maximise value.

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. As such, as the Agency transitions to VIDA, it will be important that our distinct role in project implementation, fundraising and capacity building is clearly articulated and underlined to stakeholders and the general public, as separate and apart from other bodies involved in public project execution.



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 Cabinet and House of Assembly decision on the future of the RDA will determine whether the RDA will be wound up at the end of 2026, or will be extended into perpetuity, responsible for implementation of significant infrastructural development aligned with Government's development plan and priorities, as the Virgin Islands Development Agency (VIDA).

PLANS FOR 2025

The following twelve (12) 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
Road Reconstruction	Goal 4 Infrastructure; Outcome 11 Transportation and Logistics
West End Ferry Terminal	Goal 5 Good Governance and Leadership; Outcome 12 Peace, Justice, Safety and Security for All; Outcome 13 Efficiency and Effectiveness of Government
BVIHSA Captial Investment	Goal 1 Health and Wellness; Outcome 1 A Healthy Population
Immigration 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
Agriculture and Fisheries Complex	Goal 3 Economy; Outcome 6 Diversified Economy and Globally Competitive Industries
A.O. Shirley Recreation Grounds	Goal 2 Education and Learning; Outcome 3 An educated and highly skilled population
Farmers' Reservoir	Goal 3 Economy; Outcome 6 Diversified Economy and Globally Competitive Industries
Water Optimisation	Goal 4 Infrastructure; Outcome 9 Sustainable Energy and Water
Derelict Vessels	Goal 6 Environmental Sustainability; Outcome 16 Environmental Sustainability
JVD Pond Restoration	Goal 6 Environmental Sustainability; Outcome 16 Environmental Sustainability



RISK



RISK

The Virgin Islands Recovery and Development Agency adopts a proactive approach to risk management. This allows the Agency to operate at a high level of functionality and to avoid, where possible, pitfalls that would directly affect effectiveness. The table below presents an excerpt of the Agency's Risk Register as at 31st December 2024.

Cause	Event	Consequence	Pre-Mitigation Risk Rating	Post-Mitigation Risk Rating
RDA Strategic Direction	Non-approval of RDA Strategic Plan and lack of decision on future of RDA	RDA is unable to plan ahead for projects or the organization's future structure; which would confirm whether it is winding up or refocussing 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.	12	3
Underutilisation of RDA	Ministries employ other methods and modalities for capital project implementation while Central Government does not provide requisite funding to RDA to implement projects	RDA not used to full capacity potential which erodes value for money that Agency is able to deliver	12	3
Escalating costs on existing contracts	Contract costs escalate due to time elapsing, missed deadlines and scope changes	Failure to achieve value for money	20	15
Erosion of efficiency in project implementation	Unable to progress projects beyond planning stage and into implementation	RDA not used to full capacity potential which erodes value for money that Agency is able to deliver	20	15
Stalled implementation of WEFT project	Unable to progress WEFT project to construction contract signage due to escalating cost estimate and insufficient funding availability	Delay in implementation of signature project	25	20



CONCLUSION

In 2025, the Virgin Islands Recovery and Development Agency anticipates completion of the Eslyn Henley Richiez Learning Centre and Water Optimisation projects, as well as specific activities within the BVIHSA Infrastructure Improvements and the Road Town Development Partnership project portfolios. Additionally, the Agency anticipates continued implementation of several other projects including the Immigration Detention Centre, Agriculture and Fisheries Complex and Farmers' Reservoir, and Roads Reconstruction projects.

The National Sustainable Development Plan (NSDP) Infrastructure Planning Framework and the Government's recent acquisition of the \$100 million loan have provided the RDA and crucially, the people of the Territory, with better clarity and enhanced direction in pursuit of our mandate for sustainable development.

The Government of the Virgin Islands' articulated vision for infrastructural investment for years to come now includes the explicit aspiration for transition of the RDA to a permanent structure through the Virgin Islands Development Agency (VIDA).

As 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, we endeavour as an Agency to promote sustainable development and to continue the work to:

Build BVI Stronger | Smarter | Greener | Better.



**APPENDIX I – AUDITED FINANCIAL
STATEMENTS (2024)[SAS1]**

