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## **Governor's Response to Potential Criticisms**

### **Criticism 1 - Failing to respect the Constitution including declining to allow the Government responsibility for Disaster Management.**

- 1.1. In accordance with Section 35(2) of the Constitution the Governor has such powers and duties as are conferred or imposed by the Constitution. The Governor is empowered to exercise executive authority as per Section 46(2) of the Constitution. The functions of the Governor are further defined in the Constitution including by Section 60(1) which specifies areas for which the Governor has special responsibility.
- 1.2. The preamble to the Constitution affirms that the people of the Virgin Islands have generally expressed their desire to become a self-governing people and to exercise the highest degree of control over the affairs of their country "at this stage of its development."
- 1.3. At the same time the preamble acknowledges that the society of the Virgin Islands is based upon "respect for fundamental rights and freedom and the rule of law." The preamble also accepts that the Virgin Islands should be governed based on adherence to well-established democratic values and institutions.
- 1.4. These provisions in the preamble are in line with Article 73 of the United Nations Charter which requires administering powers of non-self-governing territories "to develop self-government ..... according to the particular circumstances of each territory and its peoples and their varying stages of advancement." At the same time Article 73 requires administering powers to promote "the wellbeing of the inhabitants of their territories" and to ensure "their just treatment, and their protection against abuses."
- 1.5. As Governor I, and I am sure my predecessors, have always and will always seek to exercise their powers in accordance with the Constitution. The Ministers' supplementary note in the Position Statement on Governance of the Elected Government of the Virgin Islands would appear to accept that as a matter of law there has been no breach of the Constitution with respect to the Disaster Management Act,

but asserts in paragraph 8 a failure by the United Kingdom Government (UKG) “to allow the elected Government to assume responsibility for important spheres of governmental activity even where these matters are not constitutionally reserved to the Governor and where they would more logically lie with the elected Government, such as disaster management.”

- 1.6. Ensuring effective disaster management is of the highest priority and an area of work in which all parts of the BVI's Government and emergency services should be involved, working in a collaborative fashion. The current approach, as stated in former Governor Jasperts' letter to the Premier of 4 December 2020 (Annex D of my Response to the Elected Minsters' Statement), enables this.
- 1.7. It is however ultimately the responsibility of the Governor under the Constitution to ensure the security of the Virgin Islands. Disaster Management clearly involves internal security and external affairs, both of which fall to the Governor under Section 60 of the Constitution. As regards external affairs, it will be recalled that following Hurricane Irma in 2017, external support to help ensure the safety and security of the Territory was required.
- 1.8. The British army has recently visited to undertake disaster management planning and the UK Government has Navy ships in the Caribbean to be available quickly as needed.
- 1.9. The responsibility for disaster recovery outside of the immediate response sits with the BVI Government, but the UKG continues to work in partnership to support recovery by funding specific projects, such as the design of the new courts, improvements to the police station and solar panel installation, to a value of \$700k this financial year.
- 1.10. The Disaster Management Act 2021 would involve responsibility for disaster management planning and policy being transferred from the Governor to the Premier and BVI Ministers. As stated in my letter to the Premier of 23 April 2021 (Annex D of my Response to the Elected Minsters' Statement), however, I believe that the key disaster management responsibilities should remain with the Governor's Group in order that I am able to fulfil my responsibilities under Section 60 of the Constitution.

- 1.11. That position does not in any way derogate from the wish to act in partnership with Ministers in relation to disaster management, with the Premier co-chairing with the Governor the National Disaster Management Council and Ministers having responsibilities for their respective parts of disaster management. Nor does it rule out the possibility of future advancements in the balance of responsibilities in this area of work.
- 1.12. As stated in my letter to the Premier of 23 April, the Constitutional Review proposed earlier this year by the Premier will provide an opportunity to consider further such issues. In the meantime, none of those persons involved in frontline disaster management in the Territory whom I have consulted have to date taken the view that responsibility for disaster management should, for the time being, be transferred in accordance with the Disaster Management Act 2021.

## **2. Refusing to allow the Premier to preside over Cabinet meetings.**

- 2.1. The Constitutional position is as set out in my letter of 15 July 2021 to the Commission of Inquiry. Section 38(2) of the Constitution provides that the Governor may authorise the Deputy Governor to exercise for and on behalf of the Governor any or all of its functions of the Governor.
- 2.2. Accordingly, and in accordance also with Section 2(3) of the Constitution, 'the Governor' includes the person acting as Governor, who presides over Cabinet in accordance with Section 49(1) of the Constitution.
- 2.3. That position was confirmed in the exchange of letters between the then Leader of the Constitutional Review Team and former Chief Minister Orlando Smith dated 23 and 24 April 2007 (Annex C of my Response to the Elected Ministers' Statement).
- 2.4. Acceptance of that position in the Elected Ministers' Response to the Governor's Position Statement at pages 11-12 is welcome, as is acceptance, established now in practice, that in certain circumstances e.g., Covid-19 quarantine, the Governor can chair Cabinet remotely, despite the terms of the Premier's letter of 12 January 2021

to Governor Jaspert (Annex C of my Response to the Elected Ministers' Statement) in response to his letter to the Premier of the same date.

- 2.5. As regards the Deputy to the Governor, the advice of the FCO Legal Counsellor in her letter of 19 March 2008 (Annex C of my Response to the Elected Ministers' Statement) was that "the Constitution itself does not preclude a deputy to the Governor from presiding at Cabinet meetings, and there is therefore a Constitutional and legal basis for the deputy to do so...". That is also in line with legal opinion provided by the Attorney General to the Deputy Governor dated 20 May 2018 (Annex A).
- 2.6. Accordingly, and notwithstanding the exchange of letters between the leader of the Constitutional Review Team and the former Chief Minister, no breach of the Constitution appears to have occurred in relation to the Chairing of Cabinet and the former Governor was entitled to act in accordance with the advice he received from the Attorney General.
- 2.7. It is noted that the current Attorney General has expressed a differing view on the question of the Deputy to the Governor presiding at Cabinet in paragraph 12 of her memorandum to the Premier dated 13 January 2021 (Annex B) while helpfully confirming the position that is practicable for the Governor to preside at Cabinet when present in the Virgin Islands and willing and able to do so virtually.

**3. Taking an approach that requests for information do not need to be carried out through the Premier's Office.** As stated in paragraph 65 of my Position Statement, confidence in the Public Service risks being eroded by attempts to limit interaction by the Governor's Office with Ministers e.g., by insisting that all such contact be carried out through the Premier's Office.

- 3.2. That this attempt has been made is evident from the Cabinet Office Memo No. 19/2021 of 7 January 2021 entitled "Governor's Office Interaction with Ministers through the Premier's Office" (Annex C) which claims a past practice whereby the Governor's Office liaised only through the Chief Ministers' Office but never directly

with Ministers. The paper proposes that the Premier's Office will be responsible for liaising on matters between the Governor's Office and the Government of the Virgin Islands, intended for collaboration with government agencies, ministries and departments.

- 3.3. This proposed approach runs contrary to the Constitution. Section 56(7) provides that "the Governor, acting in his or her discretion, may at any time request from a Minister any official papers or seek any official information or advice available to that Minister with respect to a matter for which that Minister is responsible..... and shall inform the Premier of any such request." So, while it is provided that the Premier is to be informed of such requests, it is clear that the request can be made directly to the Minister concerned.
- 3.4. Moreover, the proposed approach would cut across section 60(8) which provides that the Governor may, acting after consultation with the Premier, direct others (not just Ministers) in the exercise of their functions where they involve or affect his special responsibilities under Section 60(1), and the person or authority concerned shall exercise the function in accordance with those directions.
- 3.5. The above constitutional requirements do not prohibit direct contact between officials in the Governor's Office, or indeed in the UK Government, and appropriate members in the Public Service, and there are strong practicalities why that should continue to be this case. To take a current pertinent example, the arrangements for delivery of Covid-19 supplies to the Virgin Islands involve detailed logistical and other planning which is carried out in direct liaison with officials in the Ministry of Health. The Minister for Health is rightly aware of the overall plan for such delivery and the Governor works in regular consultation with him in that respect, but detailed work is necessarily carried out at official level.
- 3.6. A further attempt to limit the work of the Governor's Office can be seen in Cabinet Memo No. 18/2021 of 7 January 2021 (Annex D), which would restrict the work of the Government Information Service (GIS) in relation to the Governor's Office and provide that GIS will only be approved to issue communications on a case-by-case basis in consultation with the Premier.

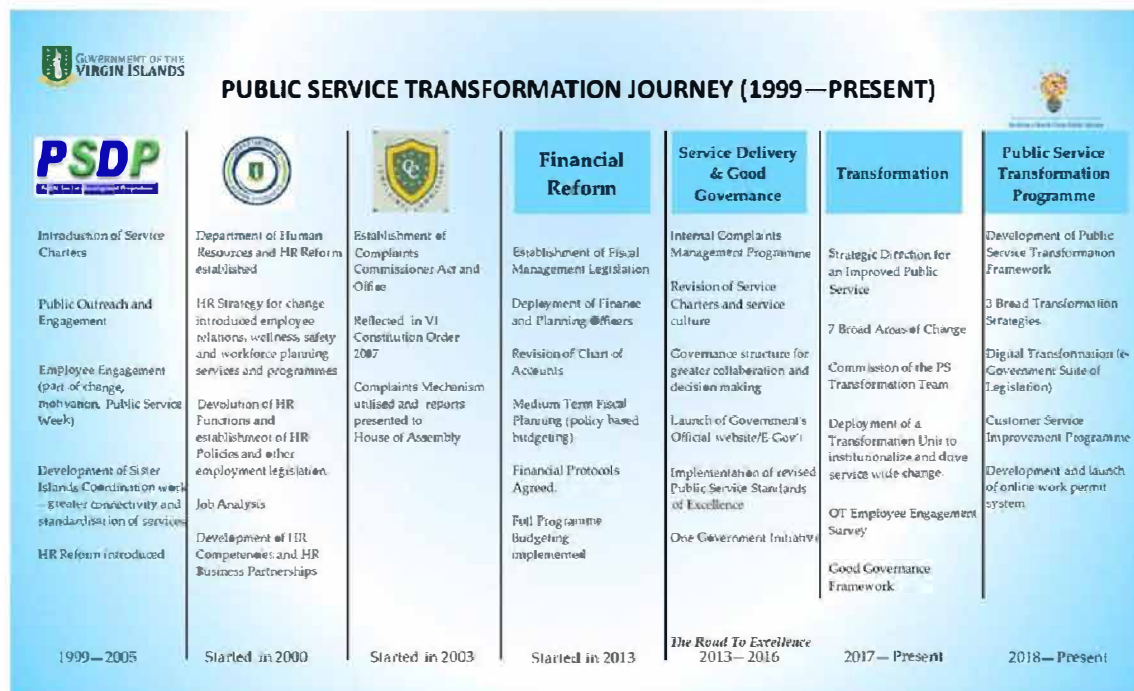
- 3.7. Contrary to what is stated in the paper, the proposed approach is not in line with long-standing policies. Under Section 46 of the Constitution the Governor exercises executive authority on behalf of Her Majesty either directly or through officers subordinate to him or her. Although much of that authority is rightly delegated to elected Ministers, it is clear that the Governor is part of the Government of the Territory. In addition to the Governor's particular responsibilities under the Constitution, the Governor has in addition a diverse range of responsibilities under local BVI Law.
- 3.8. It is the function of GIS to, inter alia, disseminate information relating to the executive arms of Government. As the Governor is part of the Virgin Islands Government it should therefore continue to provide its support to the Governor and Governor's Group more widely.
- 3.9. After I set out my concerns over the two above Cabinet memoranda, neither has been pressed to decision in Cabinet, although not all statements from the Governor's Office have been issued by GIS.
- 3.10. I will continue to seek to work cooperatively with the Premier and Ministers, both in accordance with the Constitution and in accordance with normal courtesies, as I am sure was the approach of my predecessor.

- 4. The Governor has neglected his responsibility to the public service.** Under Section 60 of the Constitution the Governor has responsibility for the terms and conditions of service of persons holding or acting in public offices. In that context the Governor seeks to ensure an apolitical, professional public service adhering to core principles of integrity, honesty and impartiality.
- 4.2. The Governor's powers in relation to the public service need to be read in conjunction with section 56(5) of the Constitution, which provides that Ministers exercise direction and control over their departments, including directing the implementation of Government policy as it relates to their departments. Subject to such direction or control, unless otherwise agreed by the Governor and the Premier, departments are

under the supervision of a Permanent Secretary who shall be a public officer. Section 56(6) provides that Ministers exercise this responsibility in accordance with the policies of the Government as determined by the Cabinet.

- 4.3. The budget for the public service is set by the Government of the day subject to approval by the House of Assembly. Accordingly, the funds available to pay public servants and pay for their facilities, equipment and training is determined by the Government subject to the extraordinary power of the Governor under Section 103 of the Constitution to order withdrawal of money from the consolidated fund to discharge his responsibilities under Section 60.
- 4.4. The consequence of the above provisions is that the reform and transformation of the public service should be a partnership between the Governor, the Premier and Ministers acting in their respective areas of responsibilities.
- 4.5. The assertion at paragraph 132 of the Minister's Position Statement that the programme to design and introduce a modern framework for the public service only commenced in October 2017 is inaccurate. Initiatives to transform the public service have been championed by the Governor and/or the Deputy Governor since at least 1999. The relevant programmes are set out in the following table provided by the Deputy Governor's Office:





- 4.6. That there are challenges in the BVI public service, and that further reforms are necessary, is recognised. Indeed, the PAI paper on “Strategic Policy, Planning and Performance in BVI – Organisational Design Report”, attached as annex 11 to the Minister’s Position Statement, was produced as part of a Project funded by the UK Government, precisely in order to identify those challenges and to strengthen and improve the capacity of the public service.
- 4.7. The former Governor, together with the Deputy Governor, David Archer, sought Cabinet agreement on a new Public Service Transformation Programme (PSTP). This was hampered, however, by attempts by the Premier to argue that his office should be the lead ministry on the PSTP. Indeed, in his letter of 16 October 2020 (Annex E) the Premier argued that the power of the Governor was limited only to the appointment of public officers in conjunction with the Public Service Commission and the terms and condition of their engagement.
- 4.8. In an effort to unblock the impasse, which was delaying work on public service transformation, the former Governor wrote to the Premier on 16 November 2020

(Annex F) agreeing on a way forward based on a partnership approach in which the Deputy Governor and the Permanent Secretary in the Premier's office would lead work on the PSTP.

- 4.9. I, as current Governor have endorsed that approach and a paper on Public Service Transformation Initiative Funding Requirements in the joint names of the Governor and the Premier is in final preparation for tabling in Cabinet, proposing projects in four key areas namely, Good Governance (including establishment of a Strategic Policy and Planning Unit), Digital Transformation/e-government, Customer Service Improvement and Public Administration/Human Resources Management.
- 4.10. UK Government funds can be accessed to support elements of the Transformation Programme, particularly those related to good governance. An Memorandum of Understanding (MOU) was already signed between the Government of the United Kingdom and the Office of the Deputy Governor on 16 September 2021 for Capacity Building initiatives in the sum of \$147,554 to support work in a variety of areas including training in Information Technology, Human Resources, Land and Property Evaluation, Electoral Processes and Software development support for the Office of the DPP and the Public Estates Programme.
- 4.11. Pay levels in BVI Public Service are a challenge in that for certain positions they may rarely if ever be able to compete with BVI's Financial Services Sector. Public Service pay was also inevitably affected by the impact of the 2008 World Economic Crisis, with resulting austerity measures, followed by hurricanes Irma and Maria in 2017 and by the Covid-19 pandemic in 2020. On 5 March 2021 the Cabinet nonetheless accepted a paper from the Deputy Governor's Office to review the pay structure of the public service which will commence shortly. As already stated, terms and condition of the public service are the responsibility of the Governor, but the Minister of Finance is responsible for providing the needed funding to support decisions regarding terms and conditions.
- 4.12. A particular concern for the Governor has been the difficulty in filling positions in the DPP's Office, the Attorney General's Chambers and the Courts and a separate accelerated review of compensation for such staff is underway. Nine of the vacancies

in the Attorney General's Chambers are currently under recruitment, with eight of the nine positions now with the Judicial and Legal Services Commission for appointment under section 95 of the Constitution.

- 4.13. There are currently 64 vacancies in the Royal Virgin Islands Police Force. These are outlined in the Police Commissioner's letter to the Premier of 11 October 2021. The annual budget for the RVIPF which can be used to fill these vacancies is determined through the Ministry of Finance.
- 4.14. While budgets may be agreed for full-time equivalent to fill these vacancies, in reality the RVIPF, like Government Departments who wish to advertise a slot to fill a vacancy, require approval from the Ministry of Finance.
- 4.15. The need for such approval risks stifling the ability to bring the police up to its full staffing complement and I understand that there was at least one refusal by the Minister of Finance in 2020 to allow the Police Commissioner to recruit all the officers sought.
- 4.16. In 2004, the Archive and Records Management Unit was created in the Deputy Governor's Office. Since its establishment the unit has renovated the BVI Archive's Room, established a network of department records officers and provided Records Management training for senior managers and others. A number of funding requests to further address the public records challenge have been put to Cabinet since 2010 as follows, but with funding not being provided as per the following table from the Deputy Governor's Office:

Cabinet Paper	Funding Requests
Cabinet Information Paper IP No. 031/2010	Provided an update on the proposed plan for Enterprise Content Management and Electronic Records Management in Government. Cabinet noted the recommendations and said that since the project is not funded, it will be placed on hold until the financial situation allows.

Cabinet Paper	Funding Requests
Draft Cabinet paper to Cabinet in February 2011	<p>Cabinet was asked to: agree to advance with the construction of the VI Archive Repository and Records Centre Building; approve that the tendering process for the selection of an Architectural firm be waived; allocate the sum of eight hundred and thirty-five thousand, two hundred dollars (\$835,200.00) for the architectural design and drawings for the VI Archives Repository and Records Centre Building.</p> <p>The Financial Secretary after reviewing the paper asked the DGO to indicate the source of funding.</p> <p>Without funding the paper was not advanced.</p>
Draft Cabinet Paper in May 2011	<p>Virgin Islands Archives Repository and Records Building – Architectural Design. The Financial Secretary after reviewing the paper asked the DGO to indicate the source of funding.</p> <p>Without funding the paper was not advanced.</p>
Submission for new initiative for the 2016 Budget Estimates	Computerised Records Management Improvement project (formerly ECM project). \$200,000.00 – not funded
Submission for new initiative for the 2017 Budget Estimates	Architectural Design for the Archives Repository and Records Centre. \$200,000.00 – not funded
Submission for new initiative for the 2018 Budget Estimates	Archives Repository Building: \$1,000,000.00 – not funded

- 4.17. The current transformation plan for the public service includes another proposal for funding to improve the records management function of the public service. The UK Government stands ready to provide some assistance in this regard, but significant funding will also be required from the BVI Government.
- 4.18. Learning and development is a critical aspect of any public service, not only to ensure officials can use the most up to date methodology, and best practice in their respective fields, but to enable development and growth, ensuring officials can flourish and progress.
- 4.19. In recent years my own office has not had any training budget agreed, despite a request for it in 2020, and in 2021, the office manager was advised not to request anything. This is seen in the Governor's Office budget submission (Annex G). In 2016 the total budget for public service training was \$598,500, of which \$138,000 was for local training and \$460,500 for scholarships. This figure has declined each year since then, as per the following table:

**Training and LD Estimates 2016-2021**

<b>YEAR</b>	<b>Department of Human Resources Approved Budget</b>	<b>Training/learning &amp; Development (LD) Allocation</b>	<b>Percentage of Budget for LD</b>	<b>Domestic (local)</b>	<b>Scholarships</b>
2016	\$4,157,500	\$598,500	14.3%	\$138,000	\$460,500
2017	\$3,776,400	\$520,188	13.7%	\$84,000	\$436,188
2018	\$3,358,200	\$423,453	12.6%	\$28,000	\$395,453
2019	\$2,854,500	\$361,800	12.6%	\$16,000	\$314,500
2020	\$2,756,100	\$154,482	5.6%	\$25,000	\$129,482
2021	\$2,528,900	\$73,800	2.9%	\$25,000	\$48,800

This year the total local training budget for almost 3,000 officials is only \$25,000.

- 4.20. If there is not funding available and the Finance Ministry does not allocate sufficient support, then the only option open to a Governor is to direct funding from the consolidated fund. This was done by Governor Duncan in 2017 to support the police force, but should not in my view be the normal route to appropriate financial support for the public service.

- 4.21. The public service should be an independent body that delivers the policy of the Government of the day, good delivery of which is achieved by having clear and transparent policies, with agreed target outcomes to enable officials to work effectively across ministries.

END



**THE GOVERNMENT OF  
THE BRITISH VIRGIN ISLANDS**

**GENERAL ORDERS**  
for the  
**PUBLIC SERVICE**  
of  
**THE BRITISH VIRGIN ISLANDS**  
**1971**  
*(Revised in 1982)*

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THE GOVERNMENT OF THE BRITISH VIRGIN ISLANDS

G E N E R A L   O R D E R S

for the

PUBLIC SERVICE

of

THE BRITISH VIRGIN ISLANDS

1971

(Revised in 1982)



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THE GOVERNMENT OF THE BRITISH VIRGIN ISLANDS  
GENERAL ORDERS FOR THE PUBLIC SERVICE OF THE BRITISH  
VIRGIN ISLANDS

Chapter I

Preliminary

Title	1.1 The conditions of service of Public Officers, instructions for the conduct of public business and of officers and other matters are embodied in these Orders which are entitled "General Orders for the Public Service of the British Virgin Islands" and are published under the authority of the Governor.
Effective date of introduction	1.2 The Orders take effect from the 1st August, 1971 and they supersede the corresponding provisions in the General Orders of the Leeward Islands made in 1956.
Orders to be available to all officers	1.3 All public officers are required to familiarize themselves thoroughly with the General Orders and any amendments and additions thereto which may from time to time be issued. <u>The Orders should be readily available to all officers in every Department and it is the duty of a Head of Department to ensure that a sufficient number of copies is available for consultation by all officers in his Department.</u>
Application of General Orders	1.4 The provisions of these Orders shall apply to all public officers provided that where special regulations are made in regard to a particular category or class of officers such special regulations shall have precedence over related provisions in these Orders.
Officers to make themselves acquainted with all government notifications and orders	1.5 Public officers are required to make themselves acquainted with all Government notifications and orders, whether published in the Government Gazette or conveyed by circular or other means of communication and Heads of Departments will be held responsible for the necessary circulation of such publications within their Departments.
Liability to disciplinary action	1.6 Public officers will be liable to disciplinary action under the regulations of the appropriate Service Commission in respect of a breach of any of these Orders.
Definitions	1.7 In these Orders unless the context otherwise requires:  "Chief Establishment Officer" means the officer designated by the Governor to perform that function;  "Department" includes references to a Ministry;  "Head of Department" means, in relation to a Ministry, the Permanent Secretary of that Ministry;

"employee means a person other than a public officer employed by the Government of the British Virgin Islands;

"office of emolument" in relation to the definition of "public officer" means any pensionable or non-pensionable post which is shown under a personal emoluments sub-head in the Estimates;

"public officer" or "officer" means any person who:

- (a) holds an office of emolument in the Public Service of the British Virgin Islands and is employed on permanent pensionable terms; or
- (b) is employed on contract in a post established in the Personal Emoluments sub-heads of Annual Estimates; or
- (c) is employed permanently or temporarily on non-pensionable monthly terms;

"Service Commission" means the Public Service Commission, the Judicial and Legal Service Commission or any other Service Commission appointed under the Constitution of the British Virgin Islands.

## Chapter II

### Appointments, Promotions and Transfers

Authority of appointments

2.1 Save as may otherwise be provided in the Constitution of the British Virgin Islands or in regulations made under the Constitution appointments of the Public Service are made by the Governor acting after consultation with the appropriate Service Commission.

Effective date of appointment

2.2 The effective date of an appointment is the date on which an officer becomes eligible to receive emoluments. In the case of officers first appointed locally that is the date on which the officer assumes duty, which is also the date of commencement of resident service.

Re-employment of dismissed officer

2.3 No officer who has been dismissed from the Public Service, whether from a pensionable or non-pensionable post, may be re-employed in any capacity without prior reference to the Chief Establishment Officer.

Eligibility for appointment to the Public Service

2.4 To be eligible for appointment to an established post in the Public Service a candidate must:-

- (1) be over 16 years of age;
- (2) possess such minimum educational qualifications as may be prescribed from time to time;



- (3) except in the case of appointment in a temporary capacity, be certified by a Government Medical Officer to be in sound health and mentally fit for employment in the Public Service;
- (4) produce two recent certificates of good character of which one, if the candidate has not previously been in employment, must be from the head of the school or college he last attended, or if he has previously been employed, from his last employer.

Married women  
in the Public  
Service

2.5 A married woman who is appointed to the Public Service shall not be exempt, by reason of her married status, from any of the normal requirements and conditions of her employment including regular attendance, working overtime when required to do so and the liability to transfer.

Temporary  
increases  
in staff

2.6 No expenditure shall be incurred on the employment of temporary officers over and above the approved establishment of a Ministry or Department without the agreement of the Chief Establishment Officer and the sanction of the Financial Secretary.

Medical reports  
on appointment

2.7 (1) The Government Medical Officer certifying a candidate's fitness for employment must state in the certificate of fitness that he has made a complete and thorough examination of the candidate and that he has enquired into the medical history of the candidate's family.

(2) No fee is payable to the Medical Officer for this examination.

(3) Heads of Departments will ensure that no salary is paid to a person selected for appointment until a medical certificate of fitness has been produced. If the person selected fails to produce a certificate within one month of the date of notification of his selection, the appointment may be deemed to be cancelled, and if the person selected is reported to be unfit for service his appointment shall not be made.

(4) If an officer has already passed the prescribed medical examination in respect of an earlier appointment immediately preceding his appointment to the permanent establishment, a further medical examination may be dispensed with.

Further medical  
report

2.8 An officer, whether or not he is on leave of absence at the time, may be required by the Chief Establishment Officer, or at his own request may be permitted to present himself for examination by an approved medical practitioner, a Government Medical Officer or a duly constituted Medical Board with a view to ascertaining whether he is physically and mentally capable of performing the duties of his office or of any other public office to which his appointment might be contemplated. The cost of such examination, in the absence of any special regulation or arrangement to the contrary will be paid from public funds.



Record of  
Service

2.9 Heads of Departments are required to maintain a record of service for all officers in their Departments.

Probation of  
non-pensionable  
officers  
appointed to  
pensionable  
offices

2.10 When an officer is appointed to a pensionable office after non-pensionable service in an office in which he has been performing the same or similar duties, the period of his probation in the pensionable office may be reduced by the length of his non-pensionable service provided that there is no break between his non-pensionable and pensionable service.

Contract  
appointments

2.11 The conditions of service of an officer appointed on contract are those provided in his contract but he may, during the duration of his contract, unless it is specifically provided otherwise, benefit from changes in conditions of service applicable to officers of equivalent grade who are appointed to permanent, pensionable offices.

Overseas  
appointments  
travel  
arrangements

2.12 The provisions of this Order shall apply to a person who is selected from outside the British Virgin Islands for first appointment to a public office. The term "children" in this Order means the legitimate and legally adopted children of the person appointed who are below the age of nineteen years, unmarried and dependent upon him. The term "passage" means a passage by a route approved by the Governor as a normal route in the course of removal.

The person appointed will:-

- (i) in the absence of any arrangements to the contrary be provided with passages at the expense of the Government of the British Virgin Islands by the cheapest and most direct route from his country of residence to the British Virgin Islands for himself and, if married, for his wife and not more than four of his children who are below the age of nineteen years, unmarried and wholly dependent on him, if they accompany him or follow him within six months of his appointment. The person appointed will be required to execute a passage agreement in the form prescribed in Appendix I to refund the cost of the passages in certain contingencies;
- (ii) be paid full salary from the date prior to the date of his arrival in the British Virgin Islands;
- (iii) be granted the following allowances for the transportation of his baggage and personal effects:

(a) Ocean Freight Charges

not exceeding five shipping tons (or 200 cubic feet) exclusive of the free baggage allowance provided on the tickets issued to the officer and his family;

(b) Transport

the cost of transporting baggage and personal effects from his house to the place of embarkation and from the port of disembarkation to his destination;

(c) Incidental Expenses

the reimbursement of incidental expenses excluding insurance, but including the cost of crating, packing and handling baggage up to the maximum of U.S. \$100;

(d) Excess baggage allowance

if the person appointed travels by air, an additional allowance for accompanied baggage not exceeding 10 kilograms in respect of each air ticket provided.

He will be required to submit vouchers in support of claims for the payment of the above allowances and the liability of the Government in respect of (b) and (c) will be limited to that portion of the baggage falling within the volume limitation set out in (a). No additional allowances will be payable for the transport of such items as motor cars, motor cycles, wireless sets, radiograms etc. except as provided for in Order No. 2.13.

Officers  
appointed on  
transfer of  
secondment

"2.13 (1) An officer appointed to the Public Service on transfer or secondment from the Public Service of another Caribbean Territory including Guyana and Belize may in addition to the baggage allowance payable under Order No. 2.12 be provided with free transport for his motor car if it is deemed by the Governor as necessary for the performance of his duties. An officer who is provided with free transport for his motor car under the provisions of this Order will not be required to pay import duty on such motor car provided that evidence is produced that import duty has been paid in another Territory.

- (2) An officer who is provided with passages and other allowances under the provisions of this General Order or General Order 2.12 will be required to sign a Passage Agreement in the form set out in Appendix I to these Orders."

Seniority as  
between posts

2.14 The relative seniority of different grades of officers in the Public Service is determined by the salary scale attached to the grade, the grade with the higher maximum salary being the senior. Where the maximum salaries of two grades are the same, the grade with the higher minimum salary will be the senior.

Seniority as  
between officers  
in the same grade

2.15 An officer's seniority is determined by the date of his appointment to the particular grade. Seniority as between officers appointed on probation and subsequently confirmed in their appointment is determined by the date of confirmation. The seniority of officers appointed to the same grade from the same date will be in accordance with their seniority in their former grade.

Liability to  
transfer

2.16 Officers are liable for transfer to any post of equivalent grade in the territory.

2.17 (1) Subject to the provisions of paragraph (2) of this Order a transfer not involving a change in emoluments of an officer, or the grading of his post may, where the transfer -

- (a) is within a Ministry or between a Ministry and any Department of the Ministry, be made by the Permanent Secretary;
- (b) is within a Department, be made by the Head of that Department;
- (c) is between Ministries or between Departments of different Ministries be made by the Chief Establishment Officer -

Provided that all transfers ordered under (a) and (b) above shall be reported forthwith to the Chief Establishment Officer.

(2) Where an officer is, or is to be transferred under any of the foregoing provisions of this Order, a Permanent Secretary or Head of Department, or the officer concerned (through the Permanent Secretary or Head of Department) may lodge a written objection with the Chief Establishment Officer; and if an objection is lodged it shall be transmitted to the Governor.

Application  
for transfer

2.18 An officer who wishes to be considered for transfer within the territory to a post of equivalent grade may apply in writing to the Chief Establishment Officer through his Head of Department and Permanent Secretary.

Secondment

2.19 When an officer is required temporarily for duty in another post with the intention of reverting to his substantive post at a later date he will be seconded for temporary duty. All secondments must be authorised by the Chief Establishment Officer.

Effective date of promotion

2.20 The effective date of a promotion will be fixed by the Governor. It will normally be the date upon which an officer who has been selected for promotion assumes the duty of a higher office which has fallen vacant, provided that -

- (1) if the promoted officer is on leave at the time the higher office falls vacant and assumes duty thereon immediately on his return from leave, the promotion may be made effective from the date on which the higher office becomes vacant;
- (2) if the promoted officer has been acting continuously (apart from periods of leave) in the higher office or in an office of equivalent grade, prior to his selection for promotion thereto, his promotion may be made effective from a date not earlier than the date on which he commenced such continuous acting or the date on which the higher office fell vacant, whichever date is later;
- (3) for purposes of this Order, the higher office will be deemed to fall vacant not later than four months from the date on which the officer vacating it proceeds on leave prior to retirement, transfer or promotion to another post notwithstanding such leave may extend beyond four months;
- (4) if the higher office is that of Permanent Secretary or Head of Department the office shall be deemed to fall vacant on the date the holder of the office proceeds on leave pending vacation of the office.

Chapter III

Conduct of Public Officers

Duties of officers

3.1 (1) An officer shall discharge the usual duties of the office to which he is appointed and any other related duties that the Permanent Secretary or Head of Department or Governor may, at any time, call upon him to discharge.

(2) In the discharge of his duties, an officer shall be courteous and polite both to members of the staff and to members of the public.

(3) Any act by an officer that is considered to be likely to bring the Public Service into disrepute must be reported to the Chief Establishment Officer by the Permanent Secretary or Head of Department of the officer's Ministry or Department.

Hours of  
work

3.2 (1) The normal hours of work for public officers other than Public Works, Hospital, Registrar's Office, Land Registry and Post Office staff are 40 hours in each week. Daily office hours will be 8.30 a.m. to 4.30 p.m. Monday to Friday inclusive, and will include a lunch break not exceeding one hour. Office lunch breaks will be staggered as necessary for individual staff members so that Government offices remain open to allow services to be available to the public throughout the mid-day period. No additional staff will be provided on this account, neither will overtime payments be justified for this service. Heads of Departments may require any or all of the staff of their department to work temporarily for longer hours than those prescribed whenever the public interest makes this desirable.

(2) An officer may be required by his Head of Department to work on any public holiday but in such cases the officer will, whenever possible, be compensated by being given time off in lieu unless he receives overtime payment for the duty.

(3) Technical staff supervising industrial employees or staff employed on outdoor work, are required to work a forty hour week or an eight hour day, the same hours as the employees they are supervising.

(4) The hours of work of the Registrar's Office and Land Registry staff will be 9.00 a.m. - 4.00 p.m. including a one-hour lunch break on weekdays, and 9.00 a.m. to 12.00 noon on Saturdays.

(5) The hours of work of Hospital and Post Office staff will be as prescribed by the Chief Medical Officer and Postmaster or the Permanent Secretary of the Ministry concerned.

Absence from  
office during  
working hours

3.3 No officer may absent himself from duty during working hours without the permission of the Head of Department in which he works or such other officer as may be deputed by the Head of Department to give such permission.

Absence from  
duty without  
permission

3.4 (1) An officer who absents himself from duty without permission, except in cases of illness or other unavoidable circumstances shall render himself liable to disciplinary action.

(2) An officer may not leave the territory without permission given in writing by the Chief Establishment Officer or, in cases of emergency, by a Permanent Secretary or Head of Department who will inform the Chief Establishment Officer accordingly.

Attendance  
Register

3.5 Every officer save those who may be exempted by the Head of Department shall sign his name in the Attendance Register kept in the department for this purpose and insert the time of his arrival and departure from duty in the mornings and afternoons. The Head of Department shall depute an officer to examine and initial this Register every day and bring to his notice any case of habitual or frequent unpunctuality or absenteeism on the part of any officer. Registers shall be forwarded to the Chief Establishment Officer during the first week of each month for examination.

Private  
interests

3.6 Subject to the following and except in the case of an officer employed part time, an officer's whole time is at the disposal of Government:

- (a) an officer may not engage in any private activity whatsoever during his normal hours of work;
- (b) an officer may be called upon at any time to undertake without additional remuneration official duties in the public interest. In particular, senior officers will be expected to work longer than official hours when the public interest makes this desirable;
- (c) subject to sub-paragraph (d) of this Order an officer may not at any time engage in any private activity which might:
  - (i) bring the officer or the Government into disrepute;
  - (ii) conflict with his official duties or responsibilities;
  - (iii) place him or give the appearance of placing him in a position to use his official position for his private benefits;
  - (iv) make him unavailable for reasonable out of hours duties or official commitments.
- (d) an officer, who is of the opinion that any private activity upon which he is engaged or in which he has a private pecuniary interest is likely to offend against the provisions of sub-paragraph (c) of this Order, must declare it fully to the Governor and either discontinue the activity or divest himself of his interests in it, or undertake not to pursue the activity as long as the prevailing circumstances continue or to comply with such conditions or restrictions as the Governor, after due enquiry may consider necessary.
- (e) within a period of thirty days after his first appointment to a public office an officer shall disclose in writing to the Governor particulars of any investment or

/shareholding.....



shareholding which he possesses in any company carrying on business in the British Virgin Islands and also of any direct or indirect interest which he has in any professional, commercial, agricultural or industrial undertaking in the British Virgin Islands;

- (f) an officer who invests in or acquires shares in any company carrying on business in the British Virgin Islands or who acquires any direct interest in any professional, commercial, agricultural or industrial undertaking in the British Virgin Islands shall within a period of thirty days thereafter inform the Governor;
- (g) whenever the Governor is of the opinion that an officer's performance of his duties is likely to be influenced by the fact that he owns shares or investments in any company, or he has direct interest in any professional, commercial, agricultural or industrial undertaking the Governor may require the officer to dispose of such shares, investment or interest within such period as the Governor may specify or may transfer the officer to other duties. If the officer, on being required to dispose of such shares, investment or interest fails to do so within the specified period, he shall be liable to disciplinary action.

Private family  
interests

3.7 An officer is required to report to the Governor through the Chief Establishment Officer any interest in trade, commerce or agricultural undertaking held by his wife as a principal or on her own account. Where it is considered by the Governor that the interests of an officer's wife in this connection conflict, or are likely to conflict, or may seem to conflict with the efficient and faithful performance of the officer's duties, the Governor may direct the transfer of the officer to other duties where such conflict real or apparent, does not exist, unless his wife has in the meantime divested herself of her interests. The restriction in this paragraph does not extend to the employment of an officer's wife as a paid employee of Government or any private firm.

Work for  
public boards  
or Committees

3.8 (1) Officers are not permitted to undertake work for public boards or committees without previously obtaining the sanction of the Governor.

(2) No officer in the full-time employment of the Government will be eligible to receive any fee or other emoluments from Government funds in respect of his membership of, or service to, a public board or committee.

Private  
employment  
while on leave

3.9 No officer may accept any paid employment while on leave without previously obtaining the express sanction of the Chief Establishment Officer, which will not normally be withheld when an officer is on retirement leave. \*

Public Officers  
not to sign  
public petitions

3.10 No officer shall sign or procure signature to any public petition to the Government which may require executive action or which relates to any action or proposals of the Government of the British Virgin Islands or of any other Government.

Public  
officers and  
the press

3.11 (1) No officer, whether he is on duty or leave of absence shall -

- (a) act as editor of any newspaper, magazine or periodical or take part directly or indirectly with the management thereof; or
- (b) contribute to, whether anonymously or otherwise, or publish in any newspaper, magazine or periodical or otherwise cause to be published in any manner, in the British Virgin Islands or elsewhere, anything which may be regarded as of a political or administrative nature; or
- (c) allow himself to be interviewed on questions of public policy, or on any matter of a political or administrative nature or on matters affecting the administration or the security of any state or territory; or
- (d) speak in public or broadcast in any way on matters which may reasonably be regarded as of a political or administrative nature.

Provided that the provisions of this Order shall not apply to an officer acting in the pursuance of his official duties and with the prior permission of the Government.

Provided also that statements for publications of factual and technical information may be made by Permanent Secretaries, Heads of Departments and other senior officers if authorised by the Government.

Publication  
of official  
documents

3.12 No officer may, without the written approval of the Governor make public or communicate to the Press or to unauthorised individuals any documents, papers or information which may come into his possession in his official capacity, or make private copies of any such document or papers. Every public officer is required to exercise due care and diligence to prevent unauthorised access to or disclosures of such documents and information.

Publication of  
Books and  
Articles

3.13 Nothing in the preceding two Orders shall be deemed to prevent an officer from publishing in his own name, by writing, speech or broadcast, matters other than that which may reasonably be regarded as of a political or administrative nature, provided that if the publication is a book, article or other work, the subject of which is connected with the Officer's official duties or those of other officers, the prior consent of the Governor is obtained.

Public Meeting

3.14 No officer may call a public meeting to consider any action of the Government or actively take part in such a meeting.



Representations  
by public  
officers

3.15 No officer may seek to influence any member of the Legislature or any other person as a means of bringing his services to official notice especially in connection with appointments, leave, postings, transfers, discipline, promotions, or any conditions of service, or as a means of furthering his interests in the Government service in any way. The employment of such methods will not be to the advantage of the person concerned and may render him liable to disciplinary proceedings.

Engagement in  
political  
activities

3.16 Officers are expressly forbidden to participate actively on behalf of any party or candidate in an election to the Legislature or Local Authority election. They are expressly forbidden to act as agents, sub-agents or canvassers at elections of this nature.

Engagement in  
trade union  
activities

3.17 Public officers may be members of a trade union and they are entitled to attend private meetings of their union, even if of a political character, and to speak and vote at such meeting. But they may not hold office in a trade union, the objects of which are wholly or in part political, nor may they speak or vote at public meetings organised by such trade union.

Acceptance  
of gifts

3.18 Public officers are prohibited from receiving valuable presents (other than ordinary gifts from personal friends) whether in the shape of money, goods, services or other personal benefits, and from giving such presents. This rule applies not only to the officers themselves but also to their families and officers will be held responsible for its observance by their families. It does not apply to remuneration for special services rendered and paid for with the consent of the Government.

(2) A present given to an officer by an officer or representative of a foreign Government or a member of a recognised organisation in the Territory, either official or unofficial, which cannot be refused without giving offence, may be accepted but the fact and the circumstances must at once be reported to the Chief Establishment Officer and the recipient shall abide by any instructions which may be given as to the disposal of the gift.

(3) The collection of subscription from junior staff which may defray the cost of testimonials and presentations to senior officers is prohibited.

(4) This Order may be relaxed on the occasion of an officer's retirement from the Service, but only with the prior consent of the Chief Establishment Officer.

Legal  
Proceedings by  
officers

3.19 No steps may be taken by public officers to institute civil proceedings in any Court in connexion with matters arising out of the discharge of their public duties, or against a Minister, Permanent Secretary or other public officer, for anything done in the performance of his duty, unless, and until the sanction of the Governor has been obtained.

Legal  
proceedings  
against public  
officers

3.20 (1) Subject to the provisions of this Order, the Governor will unless advised otherwise by the Attorney General in any particular case, accept responsibility for the defence of officers against whom legal proceedings are threatened or instituted in respect of acts done or liabilities incurred in the execution of their duty.

(2) Where any such legal proceedings are threatened or instituted, the fact thereof shall be reported forthwith to the Attorney General and no legal or other expenses shall be incurred by the officer against whom the proceedings have been threatened or instituted, or other steps taken in connexion with any such proceedings until the directions of the Attorney General have been received by the officer.

Pecuniary  
embarrassment

3.21 (1) Public officers are required to be prudent in the conduct of their private financial affairs. Serious pecuniary embarrassment arising out of the imprudent conduct of an officer's private financial affairs may be regarded as impairing his efficiency thus affecting his claim to promotion or increments. In an aggravated case of this description the officer concerned will be liable to disciplinary proceedings with a view to his dismissal and the onus will rest upon him to show that the circumstances do not justify the imposition of the full penalty of dismissal.

(2) An officer will be liable to the provisions of this Order if he becomes a party to accommodation bills, or promissory notes, under whatever plea, whether for his own purposes or for another person, and whether resulting in pecuniary embarrassment or not.

Bankruptcy  
proceedings to  
be reported by  
an officer

3.22 In the event of an officer filing a petition in bankruptcy or of bankruptcy proceedings being taken against him, or of his entering into a composition with his creditors under the Bankruptcy law, or of any other serious financial embarrassment on his part the officer shall immediately notify the Head of Department who will report the fact to the Chief Establishment Officer.

Bankruptcy  
proceedings  
against officer  
to be reported  
by officer of  
Court

3.23 In every instance of bankruptcy proceedings against a public officer, the officer of the Court before whom the proceedings are taken shall forthwith report the matter to the Chief Establishment Officer giving particulars of the officer's indebtedness. On the conclusion of the examination the officer of the Court shall furnish a further report to the Chief Establishment Officer showing whether or not the officer's difficulties were occasioned by (a) imprudence or extravagance or (b) unavoidable misfortune or other extenuating circumstances.

Judgement  
summons

3.24 Any public officer who is publicly sued for debt and against whom, after an order of payment has been made, a judgement summons is issued, will be regarded, in the absence of a reasonable explanation of his failure to pay the debt, as having brought himself within the terms of Order 3.21.

Returns by Clerks  
of Courts

3.25 Clerks of the Courts shall furnish to the Chief Establishment Officer a quarterly return of officers against whom judgement summons have been issued giving particulars of the indebtedness of such officers.

Loans to and  
by public  
officers

3.26 No officer shall borrow at interest from or make any loan at interest to, any public officer or borrow from or lend money to, any public officer, in return for payment of a larger sum or any other valuable consideration whatever, or shall act as intermediary between any public officer and a money-lender or shall take part in collecting debts on behalf of a money-lender. In particular, no officer shall borrow money from a subordinate officer. Heads of Departments are responsible for reporting to the Chief Establishment Officer any officer who is known to be contravening this Order and such an officer will render himself liable to disciplinary action.

Misconduct

3.27 An officer will be liable to disciplinary action for any misconduct including general misconduct to the prejudice of discipline or the proper administration of Government business and contravention of specific rules and regulations.

Strikes by  
public officers

3.28 Public officers who go on strike violate the terms of their employment and render themselves liable to instant dismissal.

Certificate  
of Service

3.29 Any public officer may, if he so wishes, obtain on leaving the Service a certificate of Service in the prescribed form. The purpose of a Certificate of Service is that it may be used as a reference covering the holder's Government service when seeking other employment. Accordingly, a Certificate should contain that information which a prospective employer might fairly expect to obtain from that person who had previously employed the holder. In no circumstances may a public officer who leaves the Service be provided with a personal testimonial.

Valedictory  
letters

3.30 Valedictory letters may be sent by the Chief Establishment Officer to public officers who retire after long and valuable service.

Chapter IV

Salaries and Acting Allowances

Salaries to be  
determined by  
the Legislature

4.1 The salaries attached to public offices are shown in the approved salary scales provided in the Government's Annual Estimates of Expenditure and passed by the Legislature.

Incremental  
salary scales

4.2 Where the salary of any post is in an incremental scale, subject to the provisions of these Orders, it shall be normal for an officer appointed on a permanent basis to be paid initially the minimum salary of the scale and for the salary to be increased by the annual increments at the rates provided until the maximum of the scale is reached.

Payment  
of salaries

4.3 (1) An officer will receive the full salary of his post from the date upon which he assumes the duties of the post.

(2) Except on the authority of the Governor no salary will be paid to an officer in respect of any period during which he has been absent from duty without leave.

(3) An officer who is proceeding on leave outside the territory may receive, prior to embarkation, his salary for the whole of the month in which he leaves the territory.

(4) Salaries will be paid normally on the last but one working day of the month. When this day falls on a Monday, payment will be made on the preceding Friday. In the month of December salaries, pensions etc. will be paid on dates to be determined by the Financial Secretary.

Promotional  
increases  
in salary

4.4 The following shall apply where an officer is promoted to an office carrying salary on an incremental scale:

- (i) If immediately prior to his promotion the salary of the officer was less than the minimum of the new office, he shall receive the minimum, but if the grant of the next increment in his former office would have brought his salary in that office up to the minimum of the scale of his new office, he shall receive one increment in the new scale on his promotion.
- (ii) If immediately prior to his promotion the officer's salary was below the maximum of the scale of his office, and was not less than the minimum of the scale of the new office, he shall receive a salary at a point in the new salary scale, one increment higher than the salary of his former office. In such case, the officer's pre-promotion incremental date should be retained on promotion.
- (iii) If the maximum, or fixed, salary of his former office was not less than the minimum of the scale of his new office, and the officer has, at the date of his promotion, served at that maximum, or fixed, salary for a period exceeding one year, he shall, immediately be eligible for two increments in the new scale appropriate to the point on the scale at which he enters.

Incremental  
dates

4.5 There shall be two incremental dates in the year for the public services i.e.

- (a) 1st January next for all officers appointed or promoted on or between 1st January and 30th June; and
- (b) 1st July next for all officers appointed or promoted on or between 1st July and 31st December.

4.6 (1) All normal increments accruing to the salaries of public officers for which provision has been made in the Annual Estimates will be paid, as a matter of course when due, save in any case where a Head of Department considers that the increment should not be paid to an officer for the reason prescribed in the Regulations of the appropriate Service Commission.

(ii) When a Head of Department considers that an officer's increment should not be paid, he should notify the Chief Establishment Officer, the Accountant General and the Chief Auditor as early as possible and in any event not later than two weeks before the date on which the increment falls due. The Accountant General should immediately on the receipt of such notification, acknowledge the receipt thereon, and if no acknowledgement is received within three days of notification the Head of Department should, if necessary, send a duplicate notification.

Efficiency or  
promotion bar

4.7 (1) A certificate in the prescribed form is necessary before an officer can be considered to have passed an efficiency or promotion bar. Advancement beyond the point in a salary scale at which a promotion bar is fixed is equivalent to promotion except that it does not depend on the occurrence of a vacancy in the establishment of the higher grade.

(2) Where a certificate referred to in this Order is withheld but subsequently granted it will become effective from the latter date only. An officer who fails to pass an efficiency bar or promotion bar will fall, in seniority, below an officer who was junior to him, but who succeeds in passing the same bar before him.

Efficiency etc.  
as basis for  
Clerical Officer

4.8 The advancement of a clerical officer or clerical trainee on the incremental scale will be dependent solely on his conduct, efficiency and industry, certified by the Head of his Department.

Retention of  
services of  
promoted  
officer in  
former  
department

4.9 Where an officer is promoted to an office in another department, arrangements should normally be made whereby he assumes his new duties on the date of his appointment. If however, exceptional circumstances necessitate his retention in his former department beyond his promotion date, he shall be considered to be holding his new office from the date of his appointment to it and seconded to his former department. In any such case of retention the authority of the Chief Establishment Officer must first be obtained. In such cases, the salary of the officer at the new rate will be borne by the department to which he is seconded.

Acting  
Appointments

4.10 (1) In the case of absence on annual leave or short absence due to illness or other cause, there will be, in general, no need for an acting appointment and no acting allowance will be payable. But where in such cases the nature of the duties attaching to the office is such as cannot reasonably be expected to be performed by another officer in the same department, then an acting appointment may be made, regardless of the length of the absence of the substantive holder of the office.

(2) In special circumstances, for example, owing to the length of the absence or to the fact that by law or regulation certain matters can be dealt with only by the officer holding the senior post or an officer acting in that post, an acting appointment may be made.

(3) In making an acting appointment in the temporary absence of the substantive holder of an office the claims of all suitable candidates will be considered, and while no claim to act as right will be recognised, every consideration will be given to the record of service and suitability of the officer next in seniority in the department in which the acting appointment is to be made.

(4) Heads of Departments will make their recommendations for acting appointments to the Chief Establishment Officer through their Permanent Secretary, at least one month before the vacancy which it is proposed to fill by acting appointment, occurs. They must state either that the officer recommended to act will assume the full duties and responsibilities of the post in question or the extent to which he will take over those duties and responsibilities.

(5) All recommendations for acting appointments will be referred by the Chief Establishment Officer to the appropriate service Commission.

Acting  
Allowances

4.11 (1) An officer duly appointed to act in a higher office than his own in any post of Executive Officer level and above shall if required to act for a continuous period of fourteen days or more be paid on the following basis:

- i) if the salary of the higher office is not incremental, the full salary of the post;
- ii) if the salary of the higher office is incremental or if the salary scale of the officer's substantive office touches or overlaps the salary scale of the higher office -
  - a) if the actual salary drawn by the officer in respect of his substantive post is less than the minimum of the higher office, he should be paid the minimum of the salary scale of the higher office;



- b) if the actual salary drawn by the officer in respect of his substantive post is equal to or greater than the minimum of the higher office, at a rate equivalent to the amount of one increment above the actual salary of his substantive post.

(2) When an officer discharges the duties of another office in addition to his own, for a continuous period exceeding fourteen days, the following shall apply:

- i) if the two offices are distinct and separate offices in different departments, the officer shall be eligible for a special duty allowance on the approval of the Governor in addition to his own substantive salary, not exceeding one-fifth of the minimum salary of the office in which he is acting;
- ii) if the two offices are distinct and separate offices in the same department the officer shall be eligible for a special duty allowance, on the authority of the Governor, in addition to his substantive salary, not exceeding one-fifth of the minimum salary of the office in which he is acting;
- iii) if the offices are distinct and separate offices in the same department, but stand to one another in immediate relation of superiority or subordination, the officer shall not be eligible for any allowance, unless the office in which he is acting is higher than his own, in which event he shall receive an acting allowance calculated as if his case fell under paragraph (1) of this Order.

(3) A duty allowance which is attached to an office is payable to the holder of the office only when he is actually performing the duties of the office. During his absence or incapacity, the acting officer shall draw the allowance: provided that, in any case where an acting appointment is necessitated by the absence of the substantive officer on duty outside the British Virgin Islands or on casual leave or sick leave for a period not exceeding fourteen days at any one time, the duty allowance shall be payable both to the substantive holder and to the acting officer.

(4) The fees, if any, attached to an office may be paid to an acting holder of that office.

(5) For the purposes of this Order:-

- (i) an officer's own substantive salary comprises the whole of the officer's receipts from public funds by virtue of his occupation of his substantive office

(including personal allowance if any) but does not include duty allowance, fees or allowances for out of pocket expenses nor travelling allowance;

- (ii) the "salary of an office" means the salary attached to an office exclusive of fees or allowances of any kind;
- (iii) "distinct and separate offices" include offices which are of similar designation either in the same or different departments.
- (iv) "higher office than his own" means an office the fixed salary of which (or the minimum salary of which if an incremental scale is attached to the office) exceeds the officer's own substantive salary.

Period for which acting allowance payable

4.12 An acting allowance will be payable from the date on which the officer assumes the duties of his acting appointment up to the date prior to that on which he hands over the duties of the office, provided that no acting allowance shall be payable in respect of any period for which an officer acts in any office unless such period is a continuous one of not less than 14 days.

Acting allowances when acting officer on leave

4.13 An officer who is in receipt of an acting allowance may continue to be paid the allowance while he is on annual leave or sick leave provided that it has not been necessary to appoint another officer to perform the duties of the post in which he is acting. Except in the case of annual leave or sick leave as provided for under this Order, no officer may be paid an acting allowance while on leave.

Subsistence and transport allowances payable to acting officer

4.14 An officer appointed to act in a higher office will be eligible for subsistence and transport allowances at the rates prescribed for the higher office.

4.15 (1) All established officers are employed and their remuneration is fixed on the assumption that their whole time is at the disposal of Government and it follows that if the public interest requires such officer to work outside his normal working hours as occasion demands, he should normally do it without further remuneration. Overtime payments will therefore be strictly controlled by the Chief Establishment Officer and approval for such payments will normally be given only for officers whose duties regularly require them to work out of normal hours, i.e. Immigration, Customs, Air Traffic and Post Office staff.



(2) Overtime will be related directly to the officer's salary and calculated on the following basis:-

Saturdays and Sundays	104
Public Holidays	13
Leave	24
	<hr/>
	141 non-working days
	<hr/>
	224 working days
	8 working hours
	per day including
	lunch for which
	pay is made
	<hr/>
	1,792

$$\text{Overtime} = \frac{\text{Annual Rate in \$}}{1,792} = \text{Hourly Rate}$$

This formula will vary at different levels depending on the officer's annual leave entitlement.

Overtime rates for work in excess of 40 hours in any week should be time-and-a-half. When working on a day when an officer would normally be off duty, the rate would be doubled. In the special cases of Immigration, Post Office, Air Traffic and customs personnel, the following rules apply:-

- (a) between the hours of 2200 hours and 0600 hours all time will count as time-and-a-half after 40 hours work has been completed;
- (b) all time worked on Sundays and Public holidays including nights will count as double time;
- (c) a minimum credit of two hours will be allowed for broken attendance;
- (d) otherwise overtime shall be paid at ordinary hourly rates.

#### Chapter V

#### Advances, Subsistence, Travelling and Other Allowances

##### (A) ADVANCES

##### Advances General

5.1 An Officer may receive advances from public funds for the purpose, and on the conditions set forth in General Orders 5.1 - 5.9 following. Application should be made to the Chief Establishment Officer through the officer's Head of Department and will require to be accompanied by the latter's comments and specific recommendation. Where such an advance is not specifically provided in General Orders, an advance will be made only in exceptional circumstances and will require the prior sanction of the Financial Secretary who will specify the conditions of security, interest and repayment in each particular special case approved.

5.2 (a) An officer who is appointed to the permanent and pensionable establishment may obtain an interest-free advance of salary:

- (i) when going on leave if he takes not less than 30 days leave to be spent in the West Indies; other than in the British Virgin Islands.
- (ii) when going on leave if he takes not less than 60 days leave all or part of which will be spent outside the West Indies.

(b) An advance made under sub-paragraph (i) of paragraph (a) shall not exceed one month's salary and an advance under sub-paragraph (ii) of paragraph (a) shall not exceed two months gross salary. In neither case shall the advance be made more than one month before the officer goes on leave.

- (i) an advance under sub-paragraph (i) of paragraph (a) shall be repaid in not more than three equal successive monthly instalments starting not later than the month following that in which the officer resumes duty.
- (ii) an advance under sub-paragraph (ii) of paragraph (a) shall be repaid in not more than six equal successive monthly instalments starting not later than the month following that in which the officer resumes duty.

Advances for  
medical  
expenses

5.3 If an officer or his immediate family (which expression shall mean his wife and children who have not yet attained the age of 19 years) requires medical, dental or ophthalmic treatment which is not available in the territory, or a change of climate - for reason of health, and has not sufficient private means to meet the necessary expenditure, he may be granted an advance from public funds without interest on furnishing adequate security to the satisfaction of the Financial Secretary and subject to the following conditions:

- (i) A medical certificate must be obtained from a Government Medical Officer certifying the need for a change of climate or the necessity for treatment that is not available in the territory.
- (ii) Except in special circumstances, the amount of the advance will be limited to three months salary of the officer. The advance will also be restricted to expenditure actually necessary in connection with the proposed journey and/or treatment.
- (iii) The advance must be repaid by not more than twelve equal successive monthly instalments commencing not later than the end of the month following that in which the officer

returns to duty in the case of the officer and at the end of the month following that in which the advance was received in the case of a member of his family.

Advances to  
purchase  
motor  
vehicles

5.4 (a) Officers who are designated officers or are recognised by the Chief Establishment Officer as needing a motor vehicle for the efficient performance of their duties may apply for a loan for the purchase of a motor car or motor cycle. Applications should be submitted in the prescribed form through the officer's Head of Department and the Chief Establishment Officer to the Financial Secretary.

(b) The loan, if it is approved, will be made by the Accountant General from Treasury funds at 5% interest per annum at current interest rates and for a period not in excess of five years and subject to the following conditions:-

- (i) if the loan is for the purchase of a new vehicle, repayment will be required within three years in the case of officers on the pensionable establishment and within the period of the contract in the case of officers employed on contract;
- (ii) if the loan is for the purchase of a second hand vehicle, repayment will be required within a period to be determined by the Financial Secretary;
- (iii) before the advance is disbursed, the officer will be required to insure the vehicle comprehensively in the joint names of himself and the Government of the British Virgin Islands, as interests may appear, against accident, theft, fire and unlimited third party risk, etc., for an amount not less than the sum loaned or remaining unpaid from the loan and to produce evidence of such insurance within seven days of receiving the loan;
- (iv) the loan, together with the interest due, will be recoverable from the officer's salary by such monthly installments as are laid down when the loan is approved;
- (v) an officer who receives a loan for the purchase of a motor vehicle will be required to sign an agreement with the Government of the British Virgin Islands undertaking not to sell or otherwise dispose of the vehicle until the whole loan together with the interest thereon has been paid. Such agreement shall be registered.

(c) Advances would normally only be granted on the officer's first acquiring a vehicle.

(d) A second advance will be allowed only in exceptional circumstances on the approval of the Minister of Finance and not while any part of an earlier loan remains outstanding.

Advances to  
officers  
travelling  
on duty

5.5 An officer travelling on duty to another territory will be allowed to draw an advance in anticipation of subsistence allowance. The advance may not exceed the total amount that would be drawn by that officer at the authorised rate payable to him for the period he is expected to be out of the Territory and in any case may not exceed subsistence allowance for the period of one month. The advance is recoverable in full immediately the officer returns to the Territory and no advance may be drawn while any portion of a previous similar advance is outstanding unre-paid.

Advances for  
local study  
expenses

5.6 Subject to the agreement of the appropriate Service Commission, an advance may be made to an officer to enable him to pursue a course of study within the British Virgin Islands. In such a case an advance may also be made to enable the officer to purchase necessary books. The total of advances made under this General Order shall not exceed three months' salary of the officer or the actual cost of the fees, books etc. of the course whichever is less. The advance may be subject to interest at the rate prescribed by the Government and be recoverable in not more than eighteen successive monthly installments commencing in the month next after that in which the advance is made.

Advances for  
overseas study  
expenses

5.7 An officer undertaking an approved course of study overseas may be granted an advance on the same conditions as for local study advances laid down in the preceeding Order except that the limit to the advance will be six months salary and the limit to the period of repayment will be 36 months.

Limitation to  
the total of  
personal Advances

5.8 The total advances made to any one officer must be limited to an amount such that the monthly repayments do not exceed one half of his monthly emoluments.

Loans to  
officers

5.9 Any application for loans for any purpose which may be received from Civil Servants should be regarded in the same light as applications for advances and dealt with in like manner and in accordance with the procedure laid down for dealing with applications for advances.

#### (B) SUBSISTENCE ALLOWANCES

Subsistence  
Allowance

5.10 The payment of a subsistence allowance is intended to ensure that an officer who is required to travel on duty shall not be out of pocket as a result, but that, on the other hand, no officer shall derive any pecuniary benefit from travelling on duty. Subsistence allowances are therefore calculated to meet only the additional expenditure which an officer when travelling on duty away from home is obliged to incur over and above the expenses which he would otherwise normally incur at home.

Claims for  
subsistence  
allowances

5.11 An officer will submit his claims for subsistence to his Head of Department for Certification. The officer will also certify as correct any receipted bills and submit these with his claim. Heads of Departments are required to satisfy themselves personally that the details of the claim are correct, that the journey was made in the public interest and that it was completed without delay. If he is satisfied on these particulars, he will certify the claim as follows:

"I hereby certify that ..... was travelling on duty on the days specified and I am satisfied that the amount claimed in respect of such duties is, in my opinion fair and reasonable."

Rates of  
subsistence  
allowance in  
respect of  
journeys within  
the Territory

5.12 Subject to Order 5.13 officers travelling on duty within the Territory will be eligible for subsistence allowance, on submission of receipted bills, at the rate laid down in Appendix II provided that an officer who is absent from his station overnight be refunded his hotel/guest house expenses (full American plan) or equivalent (including service charge) and cost of transport.

Basis on which  
allowance is  
calculated

5.13 (a) Subject to sub-paragraph (b) of this Order, no subsistence allowance will be paid in respect of an officer whose absence from his station does not include the period from 12 noon to 2 p.m.

(b) An officer whose duty involves absence from his normal station during the day only will receive subsistence allowance in accordance with Appendix II.

Subsistence  
allowance when  
travelling on  
duty outside  
the Territory

5.14 (a) Officers who are required to travel on duty outside the Territory other than to attend a course of training will be paid expenses on the submission of receipted hotel bills and be eligible for subsistence allowance at the rate laid down in Appendix II to meet out-of-pocket expenses.

(b) For purposes of this and the Order immediately following, "hotel expenses" means hotel/guest house expenses (full American plan) or equivalent, including service charge. All other expenses such as laundry, drinks, etc. must be met by the officer himself but the cost of necessary official transport airport/hotel and hotel/place of business, will be refunded.

(c) The payment of hotel bills will be limited to the grade of hotel, guest house, boarding house or other establishment considered appropriate to the post of the officer, unless he can show to the satisfaction of the Financial Secretary that such accommodation was not available and he had to obtain superior accommodation. Officers eligible for subsistence allowance therefore, will normally only be reimbursed with the cost of hotel accommodation appropriate to his status.

(d) Officers who are required to travel on duty to the Virgin Islands of the United States and who are not required to spend the night away from their station will be reimbursed the cost of not more than two meals and departure tax up to a maximum of \$25.00 if his annual salary is \$16,464, plus cost of transport.

Subsistence allowance when attending courses of training or study leave

5.15 Officers who attend courses of training or study outside the Territory will not normally be eligible to receive subsistence allowance provided that an officer attending an in-service training course not exceeding 90 days duration will be eligible to receive subsistence allowance at rates which will be determined in the light of all the circumstances of the course.

Subsistence allowance when course requires officer's absence from place of study

5.16 (i) If the duties to be performed necessarily entail the officer's absence overnight from the town in which he is spending his leave, a daily allowance at the rate set out in Appendix II (travel outside the Territory) in addition to his hotel and travelling expenses, will be paid.

(ii) If the officer is not absent overnight from the town in which he is spending his leave daily allowance as set out in Appendix II, in addition to travelling expenses, will be paid.

Subsistence allowance when travelling by air or by sea

5.17 Officers travelling on duty by air or by sea will not be eligible for subsistence allowance in respect of the period in which they are travelling where meals are supplied as part of the fare. Should the passage ticket for travel by sea not include meals, officers will be eligible to receive subsistence allowance at the rate laid down in Appendix II.

Warm clothing allowance

5.18 If an officer is required to travel on duty to a cold climate he will be eligible for a warm clothing allowance of \$250.00 not more often than once in three years.

#### (C) TRAVELLING ALLOWANCE

Travelling expenses in connection with duties outside the Territory

5.19 Travelling expenses incurred by officers while on official duty outside the Territory, which are directly connected with such duty will be reimbursed.

5.20 (1) Those officers who are required to possess and maintain their own means of transport for the efficient performance of their official duties and are designated travelling officers by the Governor will be eligible to receive travelling allowance at the rate prescribed in Appendix III (i). A list of designated officers is shown in Appendix III (iii).

(2) An officer who is not designated a travelling officer will be eligible to receive mileage allowance in respect of travelling undertaken with the approval of the Chief Establishment Officer in his own vehicle on official duties on the basis of Appendix III (ii).



Travelling  
between home  
and place  
of work

5.21 No mileage allowance shall be paid for journeys between an officer's home and his office during working hours; provided that an officer may, on the recommendation of his Head of Department be eligible to draw such allowance in respect of any extraordinary journey between his home and his normal place of work if he is required by the Head of Department to return to his place of work outside the normal hours.

Mileage records  
and Mileage  
allowance  
claims

5.22 (1) Officers in receipt of mileage allowances are required to keep a daily record of their journeys on duty. This record must show the dates, places visited and actual mileage. Heads of Departments will be responsible for seeing that proper records are kept.

(2) Claim for the payment of mileage allowance other than commuted mileage allowance must be submitted in the prescribed form monthly within three days of the end of the month in which the expenditure was incurred, together with a certified statement of places visited, dates and distances travelled. Responsibility for the correctness of the claim will rest in the first instance upon the officer making the claims and subsequently upon the officers countersigning it.

Economy to be  
exercised in  
travelling  
on duty

5.23 Permanent Secretaries and Heads of Departments should ensure that travelling on duty by their officers is restricted to the minimum consistent with the efficient discharge of their duties, and that the provision in the annual estimates for travelling on duty is not exceeded.

Continuation  
of allowance  
during leave

5.24 Commuted travelling allowance shall be payable during annual leave or sick leave not exceeding a total of three weeks in any calendar year.

(D) TRANSFER ALLOWANCES

Family to  
accompany him  
or follow the  
officer within  
six months

5.25 If an officer's family does not accompany him on his transfer, the expenses of removal subsequently will be allowed only if his family follows him within six months unless there are special reasons for exception given to the satisfaction of the Governor.

Reimbursement  
of removal  
expenses on  
transfer

5.26 When an officer is transferred from one station to another within the territory the following expenditure in connection with his transfer will be met from public funds.

- (i) travelling expenses in accordance with these Orders as if the officer were travelling on duty for himself his wife and children and not more than one servant;
- (ii) free transport for his motor car or motor cycle or mileage in lieu if either is deemed by the Governor as necessary for the performance of his duties;

- (iii) the cost of transporting his baggage including furniture and household effects not exceeding four tons in weight (or 200 cubic feet if transported by sea) in the case of married officers and three tons in weight (or 150 cubic feet if transported by sea) in the case of other officers;
- (iv) incidental expenses incurred in connection with the transfer up to a maximum of one hundred dollars (U.S.) in the case of a married officer and 50 dollars (U.S.) in the case of a single officer.

Means of conveyance of baggage

5.27 (1) Whenever the transfer of an officer from one station to another involves the conveyance of the officer's baggage including furniture and household effects, the Head of the Officer's Department should make a request to the Chief Engineer, Public Works Department who will then arrange for the transportation of the officer's baggage to his new station. If damage to baggage occur during transit, such damage will be assessed after consideration of the report of a responsible officer of the Public Works Department, and the cost reimbursed to the officer concerned, provided that no reimbursement will be made if the cause of damage is due to faulty packing.

(2) If the Chief Engineer, Public Works Department is unable to provide the necessary transport, transportation of the officer's baggage to his new station may be arranged by the officer himself and in such circumstances no liability for damages occurring to the baggage during transit will be accepted by the Government.

## Chapter VI

### LEAVE, SICK LEAVE, ETC.

#### (a) LEAVE

Public officers and Government employees not entitled to leave as of right

6.1 All leave is granted subject to the exigencies of the Public Service. No public officer or employee is entitled to claim leave as a right.

Authority for grants of leave

6.2 (1) Heads of Department have authority to grant annual leave to officers and employees in their Departments and all such leave granted will be reported to the Chief Establishment Officer for record. Annual leave to Permanent Secretaries and Heads of Department will be granted by the Chief Establishment Officer after consultation with the Minister of the Ministry concerned.

(2) All leave other than annual leave will be granted by the Chief Establishment Officer, who will, in the case of Permanent Secretaries and Heads of Department, consult the Minister of the Ministry concerned.



Applications for vacation leave must be submitted on the prescribed form through Permanent Secretaries or Heads of Department to the Chief Establishment Officer not less than three months before the date on which it is desired that the leave should commence.

Leave not to entail the employment of extra staff except in certain circumstances

6.3 As a general rule, Heads of Department are expected to arrange for the performance of an officer's duties while on leave without extra staff.

Subject to the availability of funds the employment of temporary leave reliefs will be sanctioned by the Chief Establishments Officer, only in case of officer's absence on leave for periods exceeding 14 days.

Period regarded as leave

6.4 Subject to the provisions of Order 6.14, leave will be computed in working days and will commence from the working day after an officer has handed over his duties and end on the working day preceding that on which he resumes duty.

Cancellation of leave

6.5 (1) Any leave granted under these Orders may be cancelled if it is desirable that an officer or employee should return to duty before the expiry of the leave granted, provided that in such cases the unexpired portion of leave may be taken on a subsequent occasion.

Further accumulation of leave will, subject to the provisions of Order 6.11, not exceed the limits prescribed in the Schedule to this Chapter, unless the Governor otherwise directs.

(2) An officer or employee recalled from leave overseas will be eligible for free passages for his return journey to the British Virgin Islands for himself and his family, provided that they accompany him or follow him within a period of two months.

Termination of leave

6.6 An officer who has been granted vacation leave in excess of three months and who wishes to resume duties before the expiration of his vacation may be granted permission to do so provided that he or she applies for such permission not less than 21 days in advance of the date on which he or she would like to resume duties.

6.7 An officer or employee seeking an extension of leave must in the absence of exceptional circumstances apply to his Head of Department in sufficient time for a decision on the application to be communicated to him before the expiry of the leave granted. An application for an extension of leave on the ground of ill health must be supported by a medical certificate from a fully accredited medical practitioner.

Compulsory leave

6.8 An officer or employee may be required by the Chief Establishment Officer to take leave which is due to him and an officer or employee may be required on public grounds to remain on leave granted to him.

Absent  
without leave

6.9 An officer or employee who absents himself from his station or his duties without leave, or who, without an acceptable excuse, fails to resume duty when he is due to do so, will be regarded as absent without permission and will not be entitled to salary during such absence. All such absences will be reported to the Chief Establishment Officer and the period of absence may not be set off against any leave eligibility without the approval of the Governor.

Leave not  
due

6.10 When an officer is granted more annual leave than the maximum for which he is eligible, he may either:

- (a) have the excess leave taken deducted from the amount of leave in the next leave year, or, if this is not possible,
- (b) be required to refund salary in respect of the days of excess taken and have the days counted as leave without pay for purposes of pension or gratuity.

Forfeiture  
of annual  
leave not  
taken

6.11 Any annual leave due and not taken in a particular year will be forfeited unless the officer or employee is precluded by the exigencies of the Service from taking such leave. The approval of the Chief Establishment Officer must be obtained for annual leave not taken to be deferred and taken in the following year.

Eligibility for  
leave

6.12 (1) The rates at which officers earn leave and the extent to which the leave will be accumulated are set out in Appendix IV to General Orders. In the event of an officer who has accumulated the maximum leave entitlement, applying for but not being granted the leave for which he is eligible within three months of the receipt of such application by the Chief Establishment Officer, such officer shall continue to earn leave on full pay in respect of the period for which his leave is delayed. In such cases the application for leave shall be granted within the further period of one year.

(2) The rate of leave for which an officer is eligible will be determined by his basic salary at the time leave was earned.

Leave to be  
granted in  
respect of  
resident  
service

6.13 (1) Except as provided by these Orders, leave will be granted in respect of resident service. Absences on duty and absences on leave taken annually not in conjunction with accumulated leave and sick leave on full salary not exceeding 28 days in twelve consecutive months will count as resident service.

(2) Leave eligibility will be calculated on the basis of completed months of resident service in a year, one twelfth of the annual rate of the leave applying to each completed month of resident service.

Arrangements for  
the grant of  
leave

6.14 Subject to the exigencies of the service, Permanent Secretaries and Heads of Departments, should arrange:

- (a) that officers and employees take annual leave in the year in which it accrues;
- (b) that officers and employees are not required to forfeit any accumulated leave;

and they will maintain leave registers in which all leave taken by their staff will be recorded.

Travel time

6.15 Officers entitled to leave passages will be granted travelling time on full salary for the outward and return journeys to and from the place where the leave is spent and to which a leave passage is granted. Such travelling time will not exceed three days each way or the time that would be taken by the direct air route whichever is less.

Overseas leave

6.16 The Chief Establishment Officer must be notified of officers' intent to spend their leave overseas. Such notification should be made well in advance of the date on which the leave will commence. When officers are granted leave in excess of 30 days to proceed outside the British Virgin Islands, the Chief Establishment Officer will inform the Accountant General.

Address while  
on leave

6.17 (1) Officers proceeding on leave, where such leave is to be spent away from their normal place of residence in the British Virgin Islands, should report their leave address and any changes to the Head of their Department, who will inform the Chief Establishment Officer.

(2) Officers proceeding on leave to the United Kingdom are required to report their arrival by letter to the Crown Agents for Overseas Governments and Administrations giving an address at which communications can reach them with minimum delay.

Leave and last  
pay certificate

6.18 In every case where leave for more than one month will be spent abroad unless the officer has elected in writing to draw his leave salary in the British Virgin Islands, a leave and last pay certificate in the prescribed form should be submitted after the leave has been approved. The leave and last pay certificate will be prepared in quintuplicate in the Establishment Division and sent to the officer for the addition of specimen signatures and his address abroad. The Certificate will be returned through the Permanent Secretary or Head of Department to the Accountant General for completion and return to the Chief Establishment Officer. One copy of the completed certificate will be sent if appropriate to the agents for the Government of the British Virgin Islands in the country where the officer proposes to spend his leave, one copy will be sent to the Accountant General, one will be given to the officer, one retained by the Ministry or Department concerned, and one copy will be retained by the Chief Establishment Officer.

Leave prior  
to retirement

6.19 An officer applying for leave with the intention of retiring may be granted, immediately prior to the effective date of his retirement or pension, the accumulated leave for which he is eligible together with any additional full pay leave accumulated in accordance with Order No. 6.11. Provided that without the authority of the Governor no officer shall be granted a total period of more than 12 months leave prior to his retirement.

Leave prior to  
resignation

6.20 An officer or employee who has served for not less than 12 months and resigns his appointment after giving the prescribed notice or because of ill health will be granted the annual and accumulated leave for which he is eligible, Provided -

- (a) that leave shall not be included as part of the period of notice of termination of service, and
- (b) that any officer or employee who, while on duty, resigns and fails to give the requisite period of notice or who pays salary in lieu of notice, will forfeit any leave for which he is eligible.

Retirement or  
resignation  
while on leave

6.21 If an officer or employee retires or resigns during his leave without having given notice of his desire to do so, the date at which the payment of his salary is to cease will be determined by the Governor according to the circumstances of the case.

Cases in which  
leave benefits  
are not granted

- 6.22 (1) An officer or employee who
- (a) is dismissed; or
- (b) is discharged for misconduct; or
- (c) resigns to avoid being discharged for misconduct;

will forfeit any leave for which he may be eligible.

Leave eligibility  
of teaching staff

6.23 Teaching staff will be eligible for leave during school vacations only.

(b) SICK LEAVE

Circumstances  
in which sick  
leave may be  
granted

6.24 An officer or employee may be granted sick leave:-

- (i) if he is ill or injured, provided that the illness or injury prevents him from carrying out his duties and was not caused by his own misconduct or by his failure to take reasonable precautions;
- (ii) if he is confined to a hospital or similar institution for a period of not less than fourteen days whilst on vacation leave.

Sick leave  
approved by  
Head of  
Department

6.25 (1) Sick leave on full pay to cover absences from duty due to illness or injury may be granted by Heads of Departments up to the limits set out in Appendix IV without affecting eligibility for annual or accumulated leave.

Such leave may be granted in short periods or all at one time provided that absence for more than two days on any one occasion must be supported by a medical certificate. Officers and employees requiring leave on grounds of illness or injury must submit applications for sick leave not later than the second day of absence from duty.

(2) All applications for sick leave approved under the provisions of this Order will be reported immediately to the Chief Establishment Officer for purposes of record.

(3) Sundays and public holidays falling within a period of sick leave will count as days of sick leave.

Sick leave  
approved by the  
Chief Establish-  
ment Officer

6.26 Sick leave in excess of the limits set out in the Schedule to this Chapter will be granted only on the certificate of a Government Medical Officer. Applications for such sick leave or extension of sick leave together with medical certificates should be forwarded through Permanent Secretaries or Heads of Departments to the Chief Establishment Officer for approval.

6.27 (1) Pensionable Officers

Amount of  
sick leave

An officer who is on the permanent and pensionable establishment may be granted sick leave on full salary up to a maximum period of six months during any period of twelve months ending on the final day of sick leave granted to him if there is reasonable prospect of his recovery from illness or injury. Thereafter, if necessary, further extension of sick leave on half salary may be granted subject to a maximum period of twelve months sick leave in all on full and half salary combined provided that if an officer is eligible for accumulated leave when sick leave or half pay is granted, such accumulated leave may be taken on full salary and thus reduce the period of sick leave on half salary. Sick leave beyond an aggregate of twelve months in any period of four years or less will be without salary and will not count as service for salary increments or pension.

(2) Officers appointed on contract and employees other than employees engaged on daily rate of pay may be granted sick leave on full salary up to a maximum period of 60 days during any period of twelve months ending on the final day of sick leave granted. Any extension of sick leave will be without salary and will not count as service for salary increments or gratuity.

(3) Employees engaged on daily rates of pay

Employees engaged on daily rates of pay may be granted sick leave on such conditions as may from time to time be laid down by the Government.



Sick leave  
for periods  
exceeding 3  
months subject  
to Medical  
Board

6.28 An officer may be called upon at any time by the Governor to submit himself for examination by such Medical Officer or Medical Board as may be designated. An officer who has been on sick leave for continuous period of three months, will unless specifically exempted on the advice of the Chief Medical Officer, be required to submit himself for examination by a Medical Board appointed by the Chief Medical Officer. Subsequent examinations may be required after consideration of the first report of the Medical Board.

Sick leave when  
Medical Board  
advises  
discharge on  
grounds of  
ill health

6.29 If a Medical Board appointed under Order 6.28 advises that it is unlikely that an officer will be able to return to duty at the end of his sick leave and that he should be discharged because of ill health, the Chief Establishment Officer may grant sick leave on full salary and half salary to the maximum period laid down in Order 6.27 until a decision has been made on the recommendation of the Board, provided that in such cases all officers and employees other than those engaged on daily rates of pay shall in the circumstances be granted a minimum of two months sick leave on full salary.

Discretionary  
sick leave

6.30 (1) The Governor in his discretion, may grant sick leave on full pay in addition to a period of sick leave on full pay provided under these orders, where, in his opinion, any officer is suffering from:

- (a) an injury sustained when in the execution of his duties; or
- (b) an illness caused by or directly attributable to the nature of his duties.

(2) Sick leave granted under this Order shall not be taken into account for purposes of any other General Order.

Grant of sick  
leave to  
officers on  
leave

\* 6.31 An officer who is confined to a hospital or similar institution for a continuous period of not less than fourteen days while on leave, may on production of a medical certificate from the hospital or institution concerned, be eligible for sick leave for the period of his confinement. His leave will not, however, be extended beyond the date up to which it was approved without the authority of the Chief Establishment Officer.

Officers to seek  
medical advice  
when unwell or  
instructed

6.32 An officer must seek medical advice when he is unwell or when he is instructed to do so by his Head of Department. If he fails to do so or fails to comply with the medical advice given he may render himself liable to disciplinary action.

Failure to  
appear before a  
Medical Board

6.33 If for any reason it is decided that an officer should be examined by a Medical Board, he must present himself for examination at the place and time instructed and if he fails to do so, he will render himself liable to disciplinary action.

Maternity leave

6.34 A female officer who requires leave for maternity purposes may be granted leave for which she may be eligible and if she is a pensionable or contract officer may be granted in addition:

- (i) special maternity leave on full salary for a period not exceeding one month; and
- (ii) leave on half pay for two months, and
- (iii) leave without pay for an additional period not exceeding one month.

SAVE that in the case of a contract officer any absence from duty for maternity purposes in excess of normal leave earned shall not count as part of the term of the contract.

(c) OTHER FORMS OF LEAVE

Leave on urgent private affairs

6.35 An officer may be granted leave on the grounds of urgent private affairs and an application for such leave must be accompanied by a statement of the reasons for the application and be submitted to the Chief Establishment Officer through the Head of Department to which the officer is posted. The statement will, if desired, be treated as confidential.

Granting of leave on urgent private affairs

6.36 Leave on urgent private affairs will be granted on the authority of the Governor and the officer, granted leave will be required to take, as necessary all leave for which he is eligible. He may be granted in addition leave on full salary to bring the total leave granted to three months, provided that such additional leave as may be granted will count against his future leave eligibility. If the officer retires, resigns or is discharged before he becomes eligible for leave equal to the additional un-earned leave taken, he will refund to the Government the salary he was paid during that leave.

Special leave to attend sporting and other events.

6.37 (1) Special leave on full salary may be granted by the Governor in the following circumstances:-

- (a) to enable officers and employees who are selected by the proper authorities to represent the British Virgin Islands or the West Indies in sporting events.
- (b) to enable officers and employees who belong to the Boy Scouts, Boys' Brigade, the Y.W.C.A., the Girl Guides, the Red Cross and similar organizations and are selected by the proper authorities to attend gatherings of a world wide or international character connected with such organizations.

(2) This special leave facility is extended to include officers or employees selected by the proper authorities to represent a State or inter-State or international side either in an administrative or playing capacity.

(3) In such cases special leave will normally be limited to not more than one calendar month on any one occasion or in any one year and any leave required over and above this maximum will be counted as leave if the officer is eligible therefor, otherwise as leave without salary: provided that in any special cases additional leave on full or half salary may be granted.

Special leave in other circumstances

6.38 Special leave on full salary may also be granted by the Chief Establishment Officer -

- (a) to enable an officer to sit an examination which the Government recognizes to be necessary for the officer's advancement in his branch of the Services;
- (b) to an officer to be absent from duty because he has been in contact with an infectious disease. In such circumstances special leave will be granted on the recommendation of a medical practitioner only after approval by the Chief Medical Officer.

In-Service Training Leave

6.39 (1) In-service training leave i.e. leave to attend Government sponsored courses may be granted to an officer who -

- (i) is nominated by the Government to attend a course of study; or
- (ii) is nominated by Government for a bursary or other award to follow a course of study.

(2) Where an officer is granted in-service training leave he will be expected to utilize all the vacation and accumulated vacation leave for which he is eligible and in addition will be granted:

- (i) leave on full salary for the first year or part thereof and at half salary for the remainder of the course exclusive of vacation leave subject to satisfactory performance;
- (ii) an allowance to assist with the purchase of books;
- (iii) tuition and examination fees; and
- (iv) a maintenance allowances which would vary according to the location of the course, if this is not included in any award which the officer receives.



(3) In-Service training courses ~~will not~~ normally be of an undergraduate nature, and ~~will not~~ normally be for more than 2 years.

(4) An officer proceeding on an in-service training course may be granted a short recreation leave prior to attending the course and a recreation leave of not more than 2 weeks duration, on completion of the course. Recreation leave taken before the course will be deducted from the officer's vacation leave.

#### Study leave

6.40 (1) Study leave may be granted to an officer to attend a course of study at his own request with the approval of the Government. Government approval will only be granted if it appears that the additional qualification is likely to be of value to the Government.

(2) An officer who receives a bursary or another award to attend a course of study or is otherwise accepted for admission to a course but is not nominated by the Government to attend the course may apply for approval for his attendance at the course. If approval is given, the following conditions will apply:

- (i) the officer will be expected to utilize for the purpose of the course, all the vacation and accumulated vacation leave to which he is entitled;
- (ii) an officer who has been confirmed in a pensionable office will be granted study leave on full pay for the first year of the course in addition to vacation leave, and on half pay for the remainder of the course;
- (iii) an officer who has not been confirmed in his appointment must resign his appointment if he wishes to attend the course;

Provided that in either case an officer may be granted the full amount of leave for which he is eligible.

(3) Leave salary paid under the provisions of paragraph (2) of this Order will be less the amount of any bursary or training award which may be granted exclusive of that part of the bursary or training award which is for travelling expenses, tuition and examination fees.

(4) In exceptional circumstances an officer may be granted permission to attend a course of study although the particular course may not be immediately in the public interest. Where this applies, to the officer may be granted leave of absence without pay, in addition to the vacation leave and accumulated leave to which he is entitled, for the purpose of undertaking the course.

## Agreements

6.41 The grant of in-service training leave and study leave under General Orders 6.39 and 6.40 will be subject to the execution of an agreement by the officer who is granted study leave to undertake to remain in the Public Service of the British Virgin Islands for a prescribed minimum period after the expiry of his leave. The minimum period will be:

- (a) where an officer attends a course of less than six months duration:  
1 year.
- (b) where an officer attends a course of six months to 1 year duration:  
2 years.
- (c) where an officer attends a course of more than 1 year but less than 2 years duration:  
3 years.
- (d) where an officer attends a course of more than 2 years but less than 3 years duration:  
5 years.
- (e) where an officer attends a course of more than 3 years but less than 4 years duration:  
6 years.
- (f) where an officer attends a course of more than 4 years but less than 5 years duration:  
7 years.
- (g) where an officer attends a course of more than 5 years but less than 6 years duration:  
8 years.
- (h) where an officer attends a course of more than 6 years but less than 7 years duration:  
9 years.

The agreement may be in the form of a bond with or without sureties on a default of which the officer or his sureties will be liable to repay to the Government all or any part of any allowances, fares, passages and salary paid to him during the period of the course as the Governor may prescribe.

## Recreation leave

6.42 An officer may be granted recreation leave up to a maximum of two weeks immediately following in-service training leave, or study leave which has been approved by the Government. The amount of recreation leave will depend on the length of the course.

Reports of attendance and progress

6.43 An officer attending a course of study may be required to furnish, at such periods as may be prescribed, a certificate from the appropriate authority at the institution at which he is pursuing the course of study in proof of his regular attendance and of his diligence and energy in his studies. If it is evident that the officer has abandoned the course or his progress is so unsatisfactory that it would be in the public interest to do so, the remaining period of study leave shall be cancelled and the officer required to return to duty.

Examination fees

6.44 (1) An officer who attends a course of study with the approval of the Government or who undertakes an approved course of study by correspondence and the courses involves, on completion, an examination by a recognized body, and who passes the examination, will be eligible for a refund of any examination fees which he has himself paid.

(d) LEAVE - MISCELLANEOUS PROVISIONS

Officer's leave eligibility to lapse on his death

6.45 An officer's eligibility for leave will lapse on his death and any payments of salary or allowances made in respect of a period subsequent to his death will be recoverable from his estate.

Leave to count as pensionable service

6.46 Leave granted on full or half pay counts as pensionable service and service qualifying for pension. Leave granted without pay does not break continuity of pensionable service but is counted as pensionable service only when granted on grounds of public policy.

Leave without pay not to count for increment save in certain circumstances

6.47 Leave granted without pay will not count for purposes of increment unless it is granted as study leave or on the grounds of urgent private affairs.

Officers to hand over cash, stores furniture within his charge prior to proceeding on leave or transfer

6.48 An officer proceeding on leave or transfer who is responsible for cash, stores or furniture who does not follow the handing over procedure laid down in Financial Regulations and Store Rules will be liable for any deficiency which may subsequently be discovered.

Return to duty to be reported

6.49 All officers resuming duty after leave are required to report in writing to the Permanent Secretary of their Ministry the date on which they resumed duty. In the case of officers who have been on leave outside the territory, the date of arrival in and departure from the place in which the leave was spent must also be reported in writing at the same time. The Permanent Secretary will transmit the information to the Chief Establishment Officer.

Medical Officer  
to make a report  
in certain  
circumstances

6.50 On the occasions listed in this Order a Government Medical Officer will report the circumstances to the Chief Establishment Officer and the Head of Department of the officer concerned:

- (i) when an officer refuses to carry out, or in the opinion of the Medical Officer is neglecting to carry out the medical advice he was given;
- (ii) when in the opinion of the Medical Officer, an officer is feigning ill health;
- (iii) when in the opinion of the Medical Officer the illness of an officer has been caused by his own negligence or misconduct.

Absences from  
duty on  
grounds of  
sickness

6.51 Absences from duty on grounds of sickness caused by an officer's misconduct or negligence may be counted as leave with or without pay and such absence may form the basis of a disciplinary charge against the officer concerned.

## Chapter VII

### LEAVE PASSAGES

Eligibility for  
leave passages of  
officers appointed  
on secondment or  
on contract terms

7.1 An officer appointed on secondment from another Caribbean territory or an overseas officer appointed on contract terms will, unless the terms of the secondment, agreement or contract provide otherwise, be eligible on completion of secondment or contract, for return passages to the country from which he was appointed, for himself, his wife and children and the allowances laid down in General Orders 2.12.

Family may travel  
in advance of or  
after the officer

7.2 The wife and/or children of an officer may be permitted to travel in advance of or after the officer, provided that

- (a) if they travel in advance of the officer on the outward journey not more than six months will elapse between their date of departure from the British Virgin Islands and the departure of the officer himself;
- (b) if they travel after the officer on the return journey, they return to the British Virgin Islands not later than six months after the officer has returned to duty.

Failure to comply with these conditions may result in the officer being required to refund the cost of passages for his wife and children.

Passages to family of officer who dies while in the Public Service

7.3 If an officer who is appointed on contract dies whilst in the Service, passages will be provided for his widow and children under the age of 18 years who are unmarried, and who were dependent upon him, to the place where the officer was originally recruited, or to the country of domicile or to the birth place of the widow, provided the removal takes place within six months of the officer's death. Should the widow leave the Territory within this period to reside elsewhere, she will be provided with a passage grant not exceeding the cost of the passage to the nearest of the places above mentioned.

In all the aforementioned circumstances, widows will be eligible for a baggage allowance as follows:

- (1) the entire cost of surface transportation of the personal and household effects up to a limit of 200 cubic feet, or five shipping tons, including such incidental charges as port dues, wharfage, dock and cartage charges, clearance charges and agency fees customs attendance and carriage to the ultimate destination, but excluding all insurance charges.

The baggage allowances may be paid in the appropriate circumstances, to the administrators of a deceased officer's estate for the transportation of the personal effects of the deceased officer to his home country.

#### Chapter VIII

##### Resignation, Retirement and Terminal Benefits

Resignation

8.1 (1) An officer on probation or appointed otherwise than on contract or pensionable terms may resign after giving not less than one month's notice in writing to the appropriate authority. The appropriate authority will be the Head of the officer's Department in the case of officers holding non-pensionable appointments maximum salary of which does not exceed \$5412 per annum and in all other cases the Chief Establishment Officer. The notice will be exclusive of leave.

(2) An officer who has been confirmed in his appointment to a pensionable post may resign his appointment to a pensionable post after giving not less than three months notice (exclusive of leave) in writing to the Chief Establishment Officer.

(3) An officer appointed on contract may resign his appointment only in the terms of his contract.

(4) Notwithstanding the provisions in paragraphs (1) and (2) of this Order, an officer other than an officer appointed on contract terms may instead of giving due notice resign his appointment at any time after paying to the Government one month's salary in lieu of notice. In such cases the officer will forfeit all leave and passage privileges for which he might be eligible.

(5) All resignations will be reported immediately to the Chief Establishment Officer, the Accountant General and the Chief Auditor.

Reasons for  
refusal of  
resignation

8.2 The appropriate authority may refuse to accept notice of resignation:

- (a) if it is conditional; or
- (b) if the officer does not intend to complete a period of service for which he is bonded to serve the Government; or
- (c) if the officer is indebted to the Government; or
- (d) if disciplinary proceedings against the officer are contemplated or pending.

Resignation while  
on leave

8.3 An officer may not give notice of resignation while on leave. The provisions of Order 8.1 (4) may however apply; but in addition to paying the Government one month salary in lieu of proper notice and to forfeiting the balance of his leave an officer who resigns on leave will be held liable for the total refund of the cost of leave passage for himself and his family which may have been granted in respect of his leave.

Re-employment  
of resigned  
officers

8.4 When an application for employment is received from an officer who has previously resigned from the Public Service, the circumstances which prompted the resignation will be investigated before a decision is taken on the application. Such investigation will include reference to the Chief Establishment Officer.

Compulsory  
retirement age

8.5 An officer whether employed on pensionable or non-pensionable terms will be required to retire on attaining the age of 60 years: provided that in exceptional circumstances and in the public interest an officer may be permitted by the Governor to remain in the service after he has attained the age of compulsory retirement.

Re-engagement  
of retired  
offi

8.6 Officers who have retired from the Public Service of the British Virgin Islands or any other Territory may be re-engaged on the authority of the Governor on temporary terms such re-engagements will only be made where:



- (a) the prospects of serving officers are not prejudiced;
- (b) the vacancy cannot otherwise be readily filled, and
- (c) the retired officer is medically fit and in all respects suitable for re-engagement.

Return of officers who have attained the age of compulsory retirement

8.7 (1) Permanent Secretaries and Heads of Departments will forward to the Chief Establishment Officer in December each year a return of all officers of whatever grade serving in their Ministry or Department who have attained or will attain the age of 60 years before the end of the succeeding year.

(2) In each case it must be stated whether or not there are any special grounds for departing from the general rule that such officer should be retired upon attaining the age of compulsory retirement.

Retirement on medical grounds

8.8 If an officer is reported by a Government Medical Officer to be incapable by reason of infirmity of mind or body of discharging efficiently the duties of his office and such infirmity is likely to be permanent, the case will be referred to the Chief Establishment Officer, who may require the officer to appear before a Medical Board appointed by the Chief Medical Officer.

The recommendations of the Medical Board will be referred in the prescribed form to the appropriate Service Commission. If the officer is on leave of absence outside the Territory the initial examination may be made by an approved medical practitioner on the authority of the Chief Establishment Officer.

Retirement pensions and gratuities

8.9 (1) All claims to pensions, gratuity and other retiring allowances should be made in prescribed form and should be submitted to the Accountant General as soon as a decision has been taken regarding an officer's retirement. The form should be properly and correctly prepared by the Head of Department of the officer who is to retire and submitted with all the necessary supporting documents attached thereto to the Chief Establishment Officer for verification and thereafter to the Accountant General and the Chief Auditor.

(2) The submission of pension and gratuity papers should not be delayed until the date of retirement. When the date of retirement has been reached the Ministry or Department concerned should immediately advise the Accountant General, in the form of a Last Pay Certificate whether or not there have been any changes in particulars submitted in the original report. A copy of such certificate should be forwarded to the Chief Auditor.

(3) In cases where it is not possible to locate the necessary records in relation to an officer's service a statutory declaration should be submitted by one or more reliable persons attesting to the continuity of service. The status of the declarant should be stated and he should also give the source of his knowledge of the facts given in the declaration.

Evidence of age

8.10 The officer's birth certificate should be furnished as evidence of his age. Where this is not possible a statutory declaration by the officer himself or any other reliable person may be submitted.

Option to take on retirement a reduced pension and a gratuity

8.11 A pensionable officer whose pension is governed by the Pensions Act (Cap. 157), if he desires to receive a reduced pension and gratuity in place of his full earned pension must so indicate in writing not later than the date immediately preceding the date of his retirement.

Pensionable service in other territories

8.12 The apportionment of the pension of an officer who has served in more than one territory is determined by the ratio between aggregate pensionable emoluments calculated at the time of retirement. The rate of exchange to be adopted for this purpose is that obtaining at the date of retirement of the officer concerned.

Service before eighteenth birthday not to count for pension

8.13 An officer's service before he attains his eighteenth birthday will not be counted as pensionable service although it may count towards the ten years qualifying service for an award under the Pensions Law.

Death of an officer in the public

8.14 In the event of the death of a serving officer, the Head of Department will be responsible for ensuring that prompt application is made for any payment or gratuity that may be due.

Marriage gratuity

8.15 (1) A female officer who intends to marry shall report her intention not less than one month before the proposed date of marriage, to the Chief Establishment Officer through the Head of her Department.

(2) A female officer who has not less than five years pensionable service may, on marriage, exercise the option to resign and take a marriage gratuity under the provisions of the Pensions Regulations. Such option, which will be irrevocable, must be taken within three months of the date of marriage and if the option is not exercised in writing within the specified period it will be deemed that the female officer has elected to continue her pensionable service to normal retirement.

(3) A married female officer whose domestic responsibilities interfere with the discharge of her official duties may be called upon to resign, in which case she will be eligible to receive the marriage gratuity for which she would have been eligible at the time of her marriage.



Provided that in such case the officer must be warned in good time that her retirement is contemplated and given an opportunity of replying to charges of loss of efficiency.

## Chapter IX

### Correspondance and Public Business

Disclosure of  
official  
information

9.1 Public Officers and employees are expressly forbidden to give any unauthorised persons information relating to the business of the public service. The publication of official documents or information is governed by the provision of General Orders 3.11 and 3.12.

Confidential  
and secret  
correspondence

9.2 Confidential and secret correspondence and documents must always be kept separate from open correspondence and material, and must be kept under lock and key. No reference to confidential or secret correspondence shall be made in any open correspondence.

Responsibility of  
Permanent  
Secretaries and  
Heads of  
Department for  
the security of  
classified documents

9.3 (1) It is the responsibility of Permanent Secretaries and Heads of Department to ensure that the member of their staffs, other than officers authorised to do so, shall be in a position to handle or see confidential or secret documents.

(2) All correspondence marked "Secret" "Personal," "Confidential" or "In Confidence" must be opened by the addressee personally. Heads of Department shall themselves be responsible for the security of secret and confidential material that comes into their hands. Permanent Secretaries may arrange for one clerk to be appointed in each Ministry to whom all secret and confidential work will be entrusted.

The handling  
of classified  
correspondence

9.4 (1) All official correspondence addressed "Secret," "Confidential" or "In Confidence" must be enclosed in two envelopes, one inside the other. The inner envelope must be marked "Secret," "Confidential" OR "In Confidence," as the case may be, but the outer envelope should not be marked. The inner envelope should be folded rather smaller than the outer, so that both will not be opened at once.

(2) Care must be exercised that secret and confidential papers are not passed about the office, or between one office and another, except in sealed covers marked "Secret," "Confidential" or "In Confidence."

9.5 Decisions affecting an officer personally shall be conveyed to him in writing. No officer through whose hands such correspondence passes may communicate any of the contents to any person or persons without written instructions from the Chief Establishment Officer.

Copies of  
official  
correspondence  
not to be made

9.6 (1) Copies of communications to or from the Government must not be conveyed to any persons without the authority of the Permanent Secretary of the Ministry concerned. If the orders therein contained are intended to be communicated, they will be embodied in a letter addressed to the person concerned.

(2) No officer may take copies of communications and reports referring to himself or any other officer, and any officer found in unauthorised possession of such documents will be liable to disciplinary action.

Official  
correspondence

9.7 Permanent Secretaries will correspond directly with other Ministries and with the public upon the affairs of their own Ministries and Departments. Important questions of principle or of policy will be referred to the Minister concerned and proposals which involve reference to other Ministries should be fully discussed between the Permanent Secretary and the Heads of Departments concerned, before they are submitted to the Minister and the fact that this has been done should be stated in the submission. Personnel questions, (other than those which are for determination by the appropriate Service Commission) and Establishment matters that may be resolved within the terms of these Orders as amended from time to time, will be dealt with by Permanent Secretaries and Heads of Departments, except that personnel matters which may have a Service-wide implication and establishment matters which do not fall within the provisions of these Orders or suggest a departure from existing policy or the establishment of a novel principle or a new provision or define an issue which may have repercussions throughout the Service, shall be referred to the Chief Establishment Officer.

Communications  
to be answered  
without delay

9.8 (1) All communications, whether from the public or from other Ministries or between a Ministry and Department, must be answered with the least possible delay. Where it is not possible for a prompt reply to be sent, an interim acknowledgement must be made and a reply sent as soon thereafter as possible.

(2) Communications must, as far as possible, be confined to a single subject. Where it is found to be essential that more than one subject is dealt with in one communication, additional copies, according to the number of subjects, must be furnished. In every communication, paragraphs must be numbered consecutively throughout and each page numbered.

Opinion by  
law officers

9.9 No opinion of the Government law officers may be quoted directly to a private individual. If it is necessary to refer to a legal opinion this should be preceded by the word "The Government is advised that ....."

The preservation  
and destruction  
of official  
documents

9.10 The preservation and the destruction of Government documents is regulated by the following:

- (1) no correspondence or document shall be considered for destruction before it is five years old;
- (2) any file over five years old, that is put away, shall bear a direction by senior officer in the Ministry responsible for the subject, that it shall be:
  - (a) preserved because of its continuing value to the GOVERNMENT; or
  - (b) destroyed at once; or
  - (c) destroyed on a stated date if there is no further action.
- (3) If a file is retained in accordance with sub-paragraph (2) (a) of this Order, it shall be kept fifteen years from the date of its creation, and shall then be considered by the GOVERNMENT Archivist for destruction or for further retention.
- (4) A record shall be kept of all documents and files destroyed and date on which they were destroyed.
- (5) The following documents shall not be destroyed:
  - (a) those required by law or regulations to be preserved;
  - (b) documents of historical or other interests, particularly those relating to the history of the Territory or the West Indies;
  - (c) documents relating to land and the ownership thereof and to the value of land and property, especially Crown Lands;
  - (d) documents that are more than fifty years old unless they are of a routine nature.
- (6) Documents that, as a rule, must be kept, are those referring to policy decisions, precedents, legal opinion and the preparation of legislation; to evidence of rights and obligations of Government, and claims for compensation not subject to time limit; to report on field trials and experiments; to reports by Departmental committees and working parties; to organisation and staffing and the personal files of public officers.

Officer to be designated to examine documents of Ministries or Departments.

9.11 An officer in each Ministry and Department should be nominated to comply with the provisions of the preceding Order and to make reports at stated intervals to his Permanent Secretary or Head of Department.

Court Records  
and documents

9.12 The provisions of Orders 9.10 and 9.11 do not apply to Legal Departments, whose official documents are subject to the provisions of the Registration and Records Act (Cap. 67).

Use of official  
stationery

9.13 Official stationery must on no account, be used for private correspondence or for any purpose not directly connected with the work of the Ministry or Department. Permanent Secretaries and Heads of Department will ensure that the strictest economy in the use of stationery is exercised in their Ministries and Departments. All orders for stationery must be scrutinized before they are issued by a responsible officer deputed for this purpose.

Franking of  
official  
correspondence

9.14 Official correspondence (including letters, printed matters and miscellaneous packets) is transmitted free by the island post, provided that it bears on the envelope, or cover, the words "On Her Majesty's Service" or the letters "O.H.M.S." and, in the lower left hand corner, the signature and official designation of an officer duly authorised to frank official postal packages.

Official seal

9.15 Impressions of official seal shall not be given to any private person.

Official telegram

9.16 Telegrams may be approved for despatch only by Permanent Secretaries, Heads of Department, or officers authorised by them. In the interest of economy, the use of telegrams should be avoided wherever possible unless the communications is urgent or a telegraphic reply has been specifically requested.

## Chapter X

### GOVERNMENT QUARTERS

Free quarters

10.1 Free quarters are provided for members of the Royal Virgin Islands Police Force below the rank of Sergeant who occupy single accommodation in Police barracks and to members of the Prison Department who are required to live in accommodation provided for them at the Prison.

Government  
quarters

10.2 Officers who are not domiciled in the British Virgin Islands or who are domiciled on an island of the British Virgin Islands other than that on which they are stationed may be provided with Government Quarters on the authority of the Chief Establishment Officer.

Rental of  
Government  
quarters

10.3 (1) All officers provided with Government quarters will be required to pay the actual or assessed rental of the quarters allocated to him up to 25% of his basic salary if the officer is in receipt of a gratuity, and 5% if he is not eligible for gratuity; provided that if the quarters are unfurnished the maximum rental shall be 4% of the officer's basic salary.

(2) An officer who is domiciled and stationed on the same island may be provided with housing at a rental not exceeding 25% of his salary if the house is furnished and 20% of salary if the house is unfurnished.

(3) An officer who is stationed on an island other than that on which he domiciled, may be granted housing at 5% of salary.

Furniture

10.4 Basic furniture may be provided in Government quarters on the scale laid down in Appendix V to these Orders. Variations to the scale may be only with the authority of the Governor.

Allocation of Government quarters

10.5 (1) The allocation of Government quarters to officers shall be the responsibility of the Housing Committee under the Chairmanship of the Chief Establishment Officer, comprising the Financial Secretary, and the Chief Engineer, Public Works Department.

(2) If a Government quarter allocated to a particular officer is for any reason left unoccupied by the officer ordinarily entitled to occupy it, it may be allocated temporarily to another officer.

(3) An officer allocated Government quarters shall continue to pay rent for such quarters while on leave other than accumulated leave.

10.6 Officers sharing Government quarters will be required to share the actual or assessed rent but in no case will an officer be required to pay more than 5% of his basic salary if the quarters are furnished and 4% if the quarters are unfurnished. In the case of officers who are in receipt of a gratuity the maximum rental contribution of each officer will be 25% for furnished and 20% for unfurnished quarters. Government quarters may not be shared, however, without the approval in writing of the Chief Establishment Officer.

Payment of rent

10.7 The rent due from each officer in respect of Government quarters allocated to him will be deducted from his salary at the end of each month in arrears. Rental is payable from the date on which an officer takes over Government quarters to the date immediately preceding the date on which he hands them over, both dates inclusive. No remission of rental will be granted on the grounds that quarters could not be occupied while repairs were being effected unless the sanction of the Chief Establishment Officer has been obtained previous to vacating the house.

Quarters Officer

10.8 The Chief Establishment Officer will designate an officer in his Department Housing Officer to be in charge of Government quarters and furniture. The Housing Officer will be responsible for -

- (a) maintaining inventories of all government furniture and fitting taken over by officers;
- (b) the custody of the keys of all unoccupied government quarters;
- (c) taking over government quarters vacated by officers and furniture returned by them and for handing over government quarters and furniture which are allocated to officers;
- (d) reporting through his Head of Department to the Accountant General the occupancy and vacation of all Government quarters.

Handing over and taking over of Government quarters and furniture

10.9 (1) Government quarters and furniture must be taken over from the outgoing occupant and handed over to the Housing Officer. An incoming occupant of quarters must acknowledge receipt of the quarters and all articles of Government furniture and equipment therein by signing the inventory. An outgoing occupant must hand over the keys of the quarters he is vacating to the Housing Officer and remain responsible for the quarters and all articles of Government furniture and equipment therein until he obtains the signature of the quarters officer to the inventory in acknowledgement of their surrender. An officer provided with Government quarters must give at least one week's notice to the Housing Officer that he wished them to be taken over.

(2) It will be the personal responsibility of the officer concerned to report through his Permanent Secretary or Head of Department to the Accountant General, the date on which he occupies or vacates Government quarters and the responsibility of the Housing Officer to report to the Chief Establishment Officer, and variations in the scale of furniture issued to an officer.

Officer's liability for deficiencies

10.10 Unless an officer, at the time he takes over Government quarters, indemnifies himself by reporting any deficiency or damage, it will be assumed that he received the quarters and all articles of furniture and equipment belonging thereto in good condition and he will be liable for the cost of making good any deficiency, damage or neglect discovered during his occupancy or at the time he hands over the quarters.

Responsibility of officer for Government quarters

10.11 (1) An officer is required to take reasonable care of the Government quarters and its fixtures and all articles of Government furniture allocated to him. An officer allocated Government quarters or offices is prohibited from altering the structure of fixtures. If any alteration is desired, application must be made to the Chief Engineer, Public Works Department. All defects must be reported promptly by the officer to the Chief Engineer, whose Department is responsible for undertaking repairs.



(2) An officer is also responsible for maintaining the grounds of Government quarters in reasonable condition. If the grounds are neglected, the housing authority may direct the officer to restore them to a neat and orderly state and if the direction is not complied with within such period of time as may be allowed by the housing authority, the housing authority may order the Public Works Department to effect the desired improvement at the expense of the officer concerned.

Quarters for  
members of  
officers  
family only

10.12 Government quarters are intended for the accommodation of officers, their wives, children and dependent relatives only. No part of any Government quarters may be regularly occupied by other relatives or friends without the permission of the Chief Establishment Officer.

Termination  
of tenancies

10.13 The housing authority may terminate the tenancy of a house at any time by giving one month's notice to the occupant.

Hotel  
expenses

10.14 Officers who are entitled to occupy Government quarters and for whom no quarters are immediately available, will have their hotel bills paid by the Government in respect of board and lodging only upon payment by the officer of a contribution of 5% of his salary in respect of accommodation, a further 15% in respect of the officer's board and a further 15% in respect of board for his wife and children, if any, accompanying him.

#### Chapter XI

#### MISCELLANEOUS

Channels of  
communication  
from public  
officers

11.1 (1) An officer who wishes to make representations relating to his conditions of service or any other matter of a public nature must first address his Head of Department or Permanent Secretary. If he is not satisfied by the reply he receives he may then write to the Chief Establishment Officer through his Head of Department or Permanent Secretary who must forward the communication without undue delay and advise the officer that this has been done. In every such case the Head of Department and Permanent Secretary should embody in a separate memorandum, his own views on the representations made and forward this with the communication.

(2) The Chief Establishment Officer will address his reply to the officer and send it through the officer's Permanent Secretary or Head of Department.

(3) Representations received other than through the correct channels will be returned unanswered to the officer through his Permanent Secretary or Head of Department.

11.2 A petition is a formal reference to ultimate authority for special consideration of a matter affecting a public officer personally. If representations made in accordance with Order 11.1 are not successful and they are not concerned with a matter which is the proper subject of an appeal in accordance with the provisions of the Regulations of the appropriate Service Commission an officer may submit a formal petition to the Governor in accordance with the following;

- (1) A petition must be submitted through a petitioner's Head of Department, the Permanent Secretary of his Ministry, and the Chief Establishment Officer to the Governor, providing sufficient copies to enable each officer through whom it is forwarded to retain one copy. A petition must be forwarded without delay, together with any comments it is desired to make. Petitions or copies of petitions sent direct to the Governor will be ignored.
- (2) A petition must bear the signature, or independently attested mark, and the address of the petitioner. When written by a person other than the petitioner, the signature and address of the writer must be included.
- (3) A petition which --
  - (a) does not comply with (1) above; or
  - (b) deals with a matter in which legal remedies are still open, or
  - (c) is illegible or worded in abusive or improper language; or
  - (f) merely repeats the substance of a previous petition without introducing new matter,

will not be entertained.

- (4) A petition should conclude by stating concisely the nature of the redress sought, and a petition which exceeds in length two pages of foolscap must also include a summary of the reasons adduced in support of the redress sought.
- (5) When a petition is submitted more than six months after the decision complained of has been given, the petitioner must furnish satisfactory reason for the delay.

Annual  
Confidential  
Reports

11.3 (1) A confidential report on all officers will be prepared annually in the prescribed form and will be submitted during the month of January. Such reports will relate to the twelve months ended on the preceding 31st day of December.



(2) Reports on Permanent Secretaries, the Chief Auditor and the Chief of Police will be prepared by the Deputy Governor. Reports on Heads of Departments will be made by the Permanent Secretary. Reports on other officers will be made by the Permanent Secretary in the case of officers serving in the Ministry Headquarters and by Heads of Departments in the case of officers serving in their Departments or by a senior officer under whose supervision the officer reported on worked during the year. All Reports other than Reports made by the Deputy Governor will be signed or countersigned by the Permanent Secretary or Head of Department concerned.

(3) Confidential Reports will be transmitted to the Chief Establishment Officer for record in the confidential personal file of the officer reported upon and such reports will be available to the appropriate Service Commission.

Reports to  
be submitted  
at other times

11.4 Reports on officers during their probationary service will be submitted in accordance with the provision of the Public Service Commission Regulations. Where there are special reasons, confidential reports on officers may be submitted at any time. The Chief Establishment Officer may also call for special confidential reports on officers.

Confidential  
Reports to be  
shown to officer  
reported upon

11.5 (1) An officer shall be shown a copy of his confidential Report which he shall be required to sign.

(2) If an officer's work has been unsatisfactory in any respect, and it is felt that he is capable of improvement, he should be warned before his confidential report is submitted. A copy of the warning letter and of any reply which the officer has made will be submitted to the Chief Establishment Officer at the time the annual confidential report on the officer is submitted.

Death of an  
Officer to be  
reported  
immediately

11.6 A Head of Department will report immediately the death of an officer if this occurs at headquarters. If a death occurs on leave or elsewhere it will be the responsibility of the first officer to whom it becomes known to make the report. The report will be sent to the Permanent Secretary of the officer's Ministry and to the Chief Establishment Officer by the quickest means. The full name and designation of the officer must be given, with particulars of the date, place and cause of death.

Next of Kin

11.7 On first appointment an officer is required to notify to the Chief Establishment Officer the names and addresses of not more than two relatives or friends whom he would wish to be informed in the event of his death or serious illness. Any change in these particulars should be notified promptly to the Chief Establishment Officer.

Injury to  
an officer

11.3 If an officer is killed or injured as a result of an accident while he is on duty, an immediate investigation will be made. The Permanent Secretary or Head of Department will ask for the appointment of a Board of Enquiry to investigate the circumstances of the accident and to determine whether the accident took place when the officer was on duty, whether it resulted directly from that duty and whether the officer was himself to blame in any way. The Board will be appointed by the Chief Establishment Officer and will include a Medical Officer and a senior officer of the Ministry or Department in which the officer was employed. The Board's report will be sent through the Chief Medical Officer to the Permanent Secretary or Head of Department concerned, who will forward it with his recommendations to the Chief Establishment Officer.

Workmen's  
compensation

11.9 (1) Claims from employees eligible for compensation under the Workmen's Compensation Ordinance should be made in the prescribed form through the Head of Department to the Labour Commissioner, who will express an opinion as to liability and assess the compensation payable. All claims will be referred to the Chief Auditor for verification before any compensation payments are made.

(2) Where Government work is given out by contract the contractors should be required under the contract to insure their liability in respect of the workmen employed by them.

Loss of or  
damage to  
private  
property

11.10 No officer shall be entitled to claim compensation in respect of losses of, or damage to, private property incurred through fire, theft, riots or otherwise in the course of his service, but in special cases the grant of compensation may be made as an act of grace. No such concession shall be made in respect of losses or damage which, in the opinion of the Financial Secretary were due to negligence for which the officer was responsible or which could reasonably have been covered by insurance.

Upkeep of  
public  
buildings

11.11 (1) Permanent Secretaries and Heads of Departments are responsible for ensuring that all public buildings under their charge:-

- (i) are equipped, where necessary, with fire extinguishers and that arrangements are made for the periodical examination of such equipment and the supply of refills; and
- (ii) are, as far as practicable, hurricane-proof, and that all doors, windows etc. are made secure on notification of a hurricane warning.

(2) The responsibility for maintaining all Government buildings is vested in the Chief Engineer, Public Works Department, whose duty it is to repair all damage to property chargeable to public funds including that which occurs through fault or neglect on the part of the authorised occupiers.

(3) No alterations or improvements to public buildings may be undertaken at public cost without the authority of the Ministry of Communications and Works.

(4) When alterations, additions or improvements to official premises are desired, Permanent Secretaries or Heads of Departments will apply to the Ministry of Communications, Works & Industry stating the requirements in detail and fully explaining the necessity or desirability of the proposed work.

Departments  
responsibility for  
maintaining public  
buildings and  
grounds

11.12 Permanent Secretaries and Heads of Departments will ensure that arrangements are made for every Government building and grounds in their charge to be maintained in clean, neat and orderly condition.

Occupation of  
public buildings  
by Ministries and  
Departments

11.13 (1) Before or immediately after occupation is taken of a Government building, the Permanent Secretary or Head of Department taking occupation or officer designated by them will call for the keys of the building and report to the Chief Engineer, Public Works Department any defect or damage which may be observed.

(2) Officers entrusted with Government keys are personally responsible for their adequate care. The loss of any key in circumstances suggesting negligence by the officer concerned will render him personally liable for any expense incurred by the Government in its replacement or in furnishing new locks and keys.

(3) Heads of Departments are required to keep a register of all keys to buildings and officers to whom keys are issued for retention will be required to acknowledge the receipt of keys by signature in the register. Duplicates of keys must not be kept in offices of buildings for which they are used. Heads of Departments must ensure that keys of offices and buildings are handed only by responsible officers. Any loss of keys must be reported at once to the Head of Department.

(4) The Accountant General will keep all duplicate keys of safes in the Treasury vault and maintain a record of all safes and officers to whom the safe keys are issued. Officers to whom safe keys are issued are personally responsible for their security and will report losses immediately to the Accountant General.

LIST OF APPENDICES

No.	Subject	General Orders Referred to
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II	Rates of Subsistence Allowance	5.11 - 1.17
III	Rates of Travelling Allowance	5.19 - 5.21
IV	Annual Rates of Leave and Sick Leave	6.12 - 6.25
V	Standard Scale of Furniture for Government Quarters	10.4

Appendix I

PASSAGE AGREEMENT

(General Order 2.13)

AGREEMENT made this.....day of.....one thousand  
nine hundred and.....  
Between.....  
hereinafter called the "Person selected") of.....  
of the one part and the undersigned.....  
for and on behalf of the Government of.....  
(hereinafter called "the Government") of the other part.

WHEREAS the person selected has been selected for appointment  
as.....in.....  
.....(hereinafter called "the Territory")  
and will be provided with a passage to the Territory for himself  
and his wife if she accompanies him to, or joins him in, the  
Territory and may in certain circumstances be provided with a  
passage back to the place of recruitment;

AND WHEREAS the person selected may on certain conditions be  
provided with assistance towards the cost of his children's  
passages to the Territory;  
Now the person selected, in consideration of these premises, doth  
hereby agree that should he fail to proceed to the Territory as and  
when directed, or within the period of two years from the date of  
his arrival in the Territory, either quit the Territory without  
leave or leave the service of the Government, or be dismissed or  
removed from his appointment in consequence of misconduct, he will  
refund and repay to the Government the amount paid for his passage  
to the Territory and for the passage of any member or members of  
his family.

AND the person selected doth hereby also agree that, for the  
purposes of this Agreement, the amount paid for his passage and  
the passage of any member or members of his family shall be deemed  
to mean the total cost to the Government of transporting the person  
selected and his family and baggage to the Territory.

PROVIDED always that nothing herein contained shall bind or  
oblige the person selected to repay the aforesaid passage money if  
at the time he shall leave the service of the Government of the  
Territory as aforesaid, it shall be certified by a duly qualified  
Medical Officer employed by the Government or by a Consulting  
Physician to the Colonial office that the person selected is  
unable from bodily or mental infirmity ~~not~~ due to his own default,  
negligence or misconduct to continue in the performance of his  
duty.

WITNESS our hands the day and year above written.

SIGNED by the said.....

in the presence of:-

sign over stamp

Signature.....  
of the Person Selected  
Address.....  
Witness Occupation.....  
SIGNED by.....  
(on behalf of the Government of.....  
.....)

In the presence of.....

APPENDIX II

SUBSISTENCE ALLOWANCE

GENERAL ORDER 5.11 - 5.17

(i) TRAVELLING ON DUTY WITHIN THE TERRITORY

Officers who are required to travel on duty within the Territory will be eligible to receive subsistence allowances at the following rates when absent from their stations:-

Where duty involves absence from normal station overnight

Refund of hotel/guest house bill (Full American Plan) or equivalent (including service charge and taxes) and cost of transport.

Where duty involves absence from normal station during the day only (six hours or more but not overnight)

Refund of a maximum of \$12 per day for meals plus the cost of transport

(ii) TRAVELLING ON DUTY OUTSIDE THE TERRITORY

All travel on duty (in cases where costs are not met by external agencies).

Refund of hotel/guest house bill (Full American Plan) or equivalent (including service charge and taxes). Cost of departure tax, transport - airport/hotel and hotel/ place of business. Daily allowance for incidental and travelling expenses:

Deputy Governor  
Financial Secretary  
Permanent Secretaries  
and Heads of Departments  
- \$25.

Other Public Officers  
- \$20.

Officers travelling on duty outside the Territory, who are not required to spend the night away from their stations.

Refund of cost of meals up to a maximum of \$25 for Permanent Secretaries and Heads of Departments; \$20 for other Public Officers, plus the cost of transport and departure tax

### APPENDIX III

#### TRAVELLING ALLOWANCES

(G.O. 5.19 - 5.21)

(i) A designated travelling officer is permitted to receive a fixed travelling allowance assessed on a flat rate basis, provided he owns and drives his vehicle personally. Rates payable are \$125 per month for the undermentioned officers:

Deputy Governor  
Attorney General  
Financial Secretary  
Permanent Secretary  
District Officer

All officers who own 4 wheel drive vehicles will receive \$108 and those who own 2 wheel drive vehicles \$90 per month.

(ii) A non-designated travelling officer is permitted to receive a travelling allowance on the following mileage basis:-

<u>Type of Vehicle</u>	<u>Rates per mile</u>
Four-wheel drive	45¢ a mile for the first 150 miles 35¢ a mile for the next 150 miles 10¢ a mile thereafter
Two-wheel drive	40¢ a mile for the first 150 miles 30¢ a mile for the next 150 miles 10¢ a mile thereafter

(iii) The following is a list of approved designated Travelling Officers

<u>Department/Ministry</u>	<u>Post</u>
Deputy Governor's Office	Deputy Governor Senior Administrative Officer Assistant Secretary (2) Housing Officer
Audit	Chief Auditor Financial Control Adviser
Legal	Attorney General Legal Assistant
Judicial	Registrar Bailiff Magistrate
Police	Chief of Police Deputy Chief of Police Inspectors (3)
Chief Minister	Permanent Secretary Senior Administrative Officer U.N. Adviser Economist
Ministry of Finance	Financial Secretary Deputy Financial Secretary Accountant General Commissioner of Inland Revenue Comptrollers (2) Revenue Officer (2) Comptroller of Customs



Ministry of Natural Resources and Labour	Permanent Secretary Lands Officer
Agriculture	Chief Agricultural Officer Livestock Adviser Agricultural Officer U.N. Fisheries Adviser Veterinary Officer
Lands and Survey	Chief Surveyor Town Planner Planning Assistant
Ministry of Communications and Works	Permanent Secretary Senior Administrative Officer Suprintendent of Aerodromes Air Traffic Controllers (3) Ports Manager Water Development Engineer
Public Works	Chief Engineer Deputy Chief Engineer Engineers (2) Architect Mechanical Supervisor Roads Officer Housing Officer Roads Foreman Surveyor Building Inspector Storekeeper
Water and Sewerage	Chief Engineer Water and Sewerage Suprintendent Water and Sewerage Foreman Water and Sewerage
Post Office	Post Master Assistant Postmaster
Ministry of Health Education and Welfare	Permanent Secretary Assistant Secretary Administrative Officer
Education	Chief Education Officer Education Officers (2) Principal BVI High School Guidance Officer Head Teachers
Public Health	Chief Medical Officer Medical Officers (4) Clinical Psychologist Health Educator Radiographer Public Health Nurse Public Health Inspector Public Health Assistant Family Planning Nurse Practitioner Family Planning Family Life Educator Theatre Nurse Dental Officer Dental Hygienist
Prison	Keeper of Prison
Immigration	Chief Immigration Officer Immigration Officers (2)
Labour	Chief Labour Officer Senior Labour Officer Labour Officer

Community Development

Community Development Officer  
Assistant Community Development  
Officer

Customs

Deputy Comptroller of Customs  
Senior Customs Officers (2)

Library

Librarian

A special rate of \$75.00 per month will be paid to Air Traffic  
Controllers, and Head Teachers.

APPENDIX IV

(G.O. 6.12 - 6.25)

ANNUAL RATES OF LEAVE AND SICK LEAVE

Categories of Staff	Leave	Part of leave which must be taken annually	Maximum Accumulation of leave	Sick leave - Maximum to be approved annually by Head of Department
(a) Officers whose annual salary is \$21,504 and above	36 days	12 days	108 days	14 days
(b) Officers whose annual salary is above \$13,596 but less than \$21,504	30 days	12 days	84 days	14 days
(c) Officers in receipt of annual salary below \$10,704 and above \$7,063	24 days	12 days	60 days	14 days
(d) Officers in receipt of annual salary of \$7,063 or less	18 days	12 days	36 days	14 days



# **POSITION STATEMENT - GOVERNANCE**

**BVI Commission of Inquiry**

**Prepared by Deputy Governor, David D. Archer, Jr**

**Submitted on 2<sup>nd</sup> June, 2021**

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## QUESTION #1

### **1. What do you understand by the term “good governance”?**

The term “good governance” is understood as being a concept that addresses a variety of principles, particularly the Nolan Principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership, by which public sector type institutions are expected to be measured against. Additionally, standards that include transparency, regulatory reform, public sector skills and leadership all embody good governance. These principles and standards are in place to assess issues such as election monitoring, political party support, combating corruption, building independent judiciaries, security sector reform, improved service delivery, transparency of government accounts, decentralisation, civil and political rights, government responsiveness and forward vision, and the stability of the regulatory environment for private sector activities. Good governance is expected to result in open and enlightened policymaking; a bureaucracy instilled with a professional ethos; an executive arm of government that is accountable for its actions; a strong civil society participating in public affairs; and all having sound regard for the rule of law.

Appreciating there are many definitions for “good governance”, it was, therefore, important for the Public Service to have a clear understanding of the term. It is, for this reason, a definition of good governance was formulated and included in the Public Service Transformation Plan.

The Plan defines good governance as ensuring the Public Service has the right set of laws, regulations, policies and procedures to ensure accountability, openness, fairness, honesty, integrity, impartiality, and professionalism in every aspect of its operations.

The aim of good governance in the Public Service is to encourage better service delivery and improved accountability by establishing a benchmark for how to conduct business in public life with a detailed focus on accountability and transparency. This aspect of

conducting government business must also apply to all entities that comprise the wider Public Sector.

The Deputy Governor supports the Governor through the promotion of the development and enforcement of robust good governance measures in the execution of his responsibilities according to section 60 of the Virgin Islands Constitutional Order 2007 (The Constitution):

60.— (1) The Governor shall be responsible for the conduct (subject to this Constitution and any other law) of any business of the Government of the Virgin Islands, including the administration of any department of government, with respect to the following matters—

- (a) external affairs, subject to subsection (4);
- (b) defence, including the armed forces;
- (c) internal security, including the Police Force, without prejudice to section 57;
- (d) the terms and conditions of service of persons holding or acting in public offices, without prejudice to section 92; and
- (e) the administration of the courts.

In supporting the Governor, the Deputy Governor monitors the adherence to good governance standards by public officers. Overall, the fundamental function in monitoring good governance in the Public Sector is to ensure ministries and departments achieve their intended outcomes while acting positively in the public interest at all times. Acting in the public interest requires:

- a. Behaving with integrity, demonstrating a strong commitment to ethical values, and respecting the rule of law.
- b. Ensuring openness and comprehensive stakeholder engagement.

In addition to the overarching requirements for acting in the public interest, achieving good governance in the public sector also requires effective arrangements for:

- a. Defining outcomes in terms of sustainable economic, social, and environmental benefits;
- b. Determining the interventions necessary to optimise the achievement of the intended outcomes;
- c. Developing the entity's capacity, including the capability of its leadership and the individuals within it;
- d. Managing risks and performance through robust internal control and strong public financial management; and
- e. Implementing good practices in transparency, reporting, and audit, to deliver effective accountability.

The Public Service Transformation Programme which started in 2018 adopted the principles of the Good Governance Framework for the Overseas Territories (OTs) as a medium to measure good governance in the Public Service. The table below shows an update on the framework:

No.	Good Governance Component	Status	Next Steps
1.	<i>Code of Conduct for Ministers (Minister's Code of Conduct)</i>	A committee was put in place by Cabinet and its report was approved by Cabinet in March. The Code is currently awaiting its first reading in the House of Assembly.	Awaiting approval from the House of Assembly
2.	<i>Register of Interests</i>	Register of Interests Act, 2006 exists. Registrar has been appointed. Register of Interests Special Select	Draft of amended legislation to strengthen its enforcement through the Integrity Commission has been



No.	Good Governance Component	Status	Next Steps
		Committee appointed. The Act requires members to make declarations of their interest. However, it does not make provision for the register to be published.	completed and feedback provided to the AG's Chambers
3.	<i>Code of Conduct for Public Officers (Public Service Management Code)</i>	Public Service Standards of Excellence launched 2016 in alignment with the Nolan Principles (replacing the former Public Service Code of Conduct) and standards are aligned to performance management behaviour standards	Consultation on the Public Service Management Bill has concluded. The Bill has been revised to fit the format of a Code
4.	<i>Service Commissions</i>	Service Commissions Tracker is completed and is expected to be launched shortly.  Terms and conditions of Commissions are included in Service Commission Act, 2010 and Service Commission Regulations, 2014.	Implement and use Service Commissions Tracker
5.	<i>Ombudsman/Complaints Commissioner</i>	Office of the Complaints Commissioner institutionalised and legislated with standards to redress and report complaints.	There is a need for more enforcement powers; Act to be revised; the mandate of the Complaints Commission needs to be reviewed

No.	Good Governance Component	Status	Next Steps
6.	<i>Review of the Court Backlog</i>	The completed report on the Criminal Court Backlog currently with Cabinet for approval	Implementation of the activities of the report
7.	<i>Unexplained Wealth Order</i>	Draft legislation was completed and feedback provided to the Attorney General's Chambers	Finalise the Bill for submission to Cabinet and House of Assembly
8.	<i>Flexible Working Arrangements</i>	Draft completed and feedback provided to the Attorney General's Chambers	Finalise for submission to Cabinet and House of Assembly
9.	<i>Jury Act</i>	Being drafted by the Attorney General's Chambers	Completion of the draft for stakeholder consultation
10.	<i>Whistler-blower Act</i>	First reading in the House of Assembly completed	To be presented for public consultation
11.	<i>Integrity in Public Life Bill</i>	First reading in the House of Assembly and public consultation completed	To be approved in the House of Assembly and then assented to the His Excellency the Governor
12.	<i>Witness Anonymity Bill</i>	Currently with the Attorney General's Chambers for drafting	Draft to be completed for consultation
13.	<i>Approval to Tender for Compensation Review</i>	Project was approved by Cabinet and tender documents are being finalised by the Ministry of Finance	Issue the tender documents to attract suitable consultants
14.	<i>Audio Visual Link Act</i>	Assented to by His Excellency the Governor	Implementation within the Courts
15.	<i>Report from the Ad Hoc Elections Legislation Committee</i>	Currently with the House of Assembly awaiting a meeting of the Members for review	To develop the work plan to support the implementation of the recommendations

No.	Good Governance Component	Status	Next Steps
		and approval of its content	
16.	<i>Suite of eGovernance Legislation</i> (Data Protection, Electronic Filing, Electronic Funds Transfer, and Electronic Transactions)	Approved by the House of Assembly on 5 <sup>th</sup> March, 2021	Assented to by His Excellency the Governor on 6 <sup>th</sup> April and Gazetted on 13 <sup>th</sup> April, 2021
17.	<i>Police Act</i>	First reading in the House of Assembly completed and currently out for public consultation	To be approved in the House of Assembly
18.	<i>Disaster Management Act</i>	Approved in the House of Assembly	Received at Governor's Office for consideration. To be considered in line with Constitutional Review
19.	<i>Archives and Records Management</i>	Decision approved by Cabinet to transfer Archives to the Premier's Office and to allow the management of the records of the Public Service to remain with the Office of the Deputy Governor	Legislative review required to allow for the subjects to be split  A paper on the establishment of the Records Management Centre within the Office of the Deputy Governor currently with Cabinet for consideration

**Table 1: Measures of Governance Standards for Overseas Territories**

Moreover, globally, the term “good governance” involves eight major characteristics. It is participatory, consensus-oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive, and follows the rule of law. It assures corruption is minimised, the views and interests of all classes of people are taken into account, and the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society by ensuring adherence to rigid public accountability policies geared at ensuring true value in the execution of public services.

## QUESTION #2

### **2. What do you understand by the term “poor governance”?**

The extremes of poor governance can lead to issues related to abuse of human rights, corruption, lack of transparency, lack of responsiveness, and lack of accountability. There are certain indicators that help to determine a state of poor governance. These include the inability to manage public affairs and public resources; high levels of centralisation resulting in very few people making decisions on behalf of society; failure of government to meet the needs of the society; societal evidence of corruption, crime, restrictions on freedom of expression by public officers and the public in general; and fear of victimisation and exclusion from public and private expressions of interests, opinions and positions on public policies or societal conditions.

Poor governance results in little openness in government business and, in such situations, most people will regard the Public Sector as not transparent and accountable. The Public Sector must therefore have clear indicators that help to measure good governance, and it is for this reason, they have been incorporated in the Public Service Transformation Plan. They play an important role in guiding our efforts towards good governance and avoiding a state of poor governance emerging.

### QUESTION #3

#### **3. To what extent do you consider good governance to be important in sustaining public confidence in all elements of government?**

Society affords governments a unique privilege and power to set policies and laws and to manage the financial affairs of a country. In return, society expects not to be betrayed or have its trust abused through actions that put the interests of a few ahead of those of the majority, or for the development and execution of policies not in the interest of the wider society.

Trust is the foundation upon which the legitimacy of public institutions is built and is crucial for maintaining social cohesion. It is important for the success of a wide range of public policies that depend on behavioural responses from the public and is necessary to increase the confidence of investors and consumers. For example, the government's ability to harness public trust was critical for the planning and response stages of the pandemic crisis but is even more important in implementing an inclusive recovery from the COVID-19 emergency plan as we continue to live and work in this ongoing global crisis. The pandemic caused citizens to consider their governments to be the most trusted institution, as they looked for guidance and a way to alleviate the fear and dissolution they were feeling. Such trust is crucial to managing challenging economic and public health issues. Although people's trusts tend to grow during times of crisis, as they rely on public institutions to address complex challenges, such trust is also fragile and can quickly be lost as the crisis comes under control and as time progresses. Ultimately, trust in government is founded on citizens' perceptions of its competence to execute and follow through on what they say they will do, their intent, and whether it is coming from a place of genuine empathy and true care for the wants and needs of society.

Government's values and approaches toward good governance, such as high levels of integrity, fairness and openness of institutions, are strong predictors of public trust.

Similarly, the government's competence – its responsiveness and reliability in delivering public services and anticipating new needs – are crucial for boosting trust in institutions. When leaders fail to be good stewards of the resources and privileges placed in their keeping, then the underpinnings of society are threatened. As public officials, administering good governance standards are critical as, without such, the potential exists to erode the rules and courtesies that define societal behaviours and the expected deportment of persons in public life.

At its heart, good governance is about protecting and enhancing the public's confidence in the Public Service. Everything the Public Sector does, all the tasks and activities it undertakes, must be done to achieve this overriding end. To strive for anything less underestimates how important good governance is to society's general well-being. While the right amount of good governance laws and policies must be put in place, good governance itself cannot be legislated. It will happen only when those in public life execute their duties within a robust good governance framework, the public demands it, and when governments fully adopt it as part of the organisation's values and standard practices.

Any pervasive breach of the public's trust over time will undermine the economic and social system upon which society rests. To maintain and enhance the public's trust, the Public Sector must engage actively in the work of good governance. There must be dedication to its purpose, and importantly, an established philosophy of operational discipline. The increasing demands for services and the shrinking availability of resources are forcing governments to apply their imaginative energies to identifying new revenue sources and to take greater risks. These risks however must be underpinned with a good governance philosophy that promotes an operational discipline that coincides with aggressive and innovative ways to advance the business of government. This means we must engrain a culture of timely public reporting of financial and operational data which highlights the quality work being done while identifying and

addressing any potential conflicts that may arise. Constitutionally established bodies have to continuously be strengthened and provided with greater power to investigate and access information. Citizens want to be continuously engaged, they want their voices to be heard, they want to participate in the advancement of government business and they want accountability in decision-making – all of which can help create an inclusive society. To achieve this, we must continue to ensure our institutions, structures, and processes empower all groups to participate.

#### QUESTION #4

**4. As Deputy Governor, what role, if any, do you have in ensuring there is good governance and how have you carried out that role?**

In accordance with the Constitution Order, 2007, the Deputy Governor executes functions of the Governor's Group on behalf of the Governor, through the Office of the Deputy Governor. The Office of the Deputy Governor supports the Deputy Governor in the exercise of his or her functions under Section 38 of the Virgin Islands Constitution Order, 2007.

The functions of Deputy Governor are clearly outlined in Section 38 as:

- a. assisting the Governor in the exercise of his or her functions relating to matters for which the Governor is responsible under section 60;
- b. assisting the Governor in the exercise of such of his or her other functions, being functions in the exercise of which the Governor is not obliged to act in accordance with the advice of any other person or authority, as the Governor, acting in his or her discretion, may direct; and
- c. performing such other functions, not of a ministerial nature, as (subject to the Constitution and any other law) may be assigned to the Deputy Governor, at the request of the Premier, by the Governor acting in his or her discretion.



The Constitution further states that the Governor, acting in his or her discretion, may, by writing under his or her hand, authorise the Deputy Governor to exercise for and on behalf of the Governor any or all of the functions of the Office of Governor, subject to such exceptions and conditions as the Governor may from time to time so specify.

Specifically, the Deputy Governor directly supports the work of all departments within the Governor's Group and provides advice to the Governor on the operations of the various Commissions and the Constitutionally Established Departments, i.e. Cabinet Office, Office of the Auditor General, Office of the Complaints Commissioner, Office of the Registrar of Interests and the Office of the Director of Public Prosecutions.

Although not specifically defined, the Deputy Governor executes the role of the Head of the Public Service in supporting the Governor. This includes supporting the Ministers and Permanent Secretaries in the execution of their duties in line with Good Governance Standards. The public administration matters that involve terms and conditions of public officers including the leadership of Permanent Secretaries in this regard are handled by the Deputy Governor.

Specifically, the Deputy Governor was assigned the task of developing and implementing the Public Service Transformation Plan related to good governance. The report on the success of those outputs is presented on pages 5 through 8 in support of good governance measures in consultation and collaboration with the Premier's Office and the various Ministries through the appointed Permanent Secretaries.

On a daily basis, the Deputy Governor monitors the Public Service's adherence to good governance standards. The Office of the Deputy Governor serves as the highest public service office to ensure accountability in this area. The Deputy Governor monitors actions and activities in the Public Service that might impact good governance and ensures the proper procedures and mediums are utilised to propel corrective action where needed. This includes monitoring when infractions against good governance standards have been breached and ensuring the appropriate institutions are engaged

such as the Services Commissions, Office of the Auditor General, Office of Complaints Commissioner, Royal Virgin Islands Police Force, Attorney General's Chambers and Office of the Director of Public Prosecution, for example.

#### QUESTION #5

**5. What mechanisms, statutory or otherwise, make up the current system in place in the BVI to ensure good governance?**

An effective governance structure combines controls, laws, policies and guidelines that drive the Public Sector toward achieving its objectives while focusing on the needs of its customers and clients. The Virgin Islands good governance structure is comprised of a combination of various mechanisms classified as internal and external.

#### Internal Mechanisms

The internal mechanisms focus mainly on controls that monitor the progress and activities of the Public Sector and are able to take corrective actions when necessary. The purpose of these controls is to ensure transparent operations, clearly defined reporting lines and performance monitoring and measurement systems are in place to evaluate and report on the results being achieved. Internal mechanisms include:

- oversight of management that comes from the ministerial structure led by Permanent Secretaries that report directly to the Deputy Governor;
- Boards and Trusts established to provide oversight for statutory agencies;
- grievance redress mechanisms such as the Office of the Complaints Commissioner and departmental level grievance redress systems;
- independent internal audits and compliance systems through the Office of the Auditor General, Internal Audit Department, Office of the Registrar of Interests; and

- structures that allow for levels of responsibility, segregation of control and policy development such as the Public Service Commission, Teaching Service Commission, Police Service Commission, Judicial and Legal Services Commission and the Cabinet Office.

In addition, these mechanisms are supported by a number of legislations, policies and regulations in place for monitoring and enforcement including but not limited to:

- General Orders, 1971
- Public Financial Management Act and Regulations
- Service Commission Act and Regulations
- Criminal Code, specifically Section 109 which speaks to Frauds and breaches of trust by public officers
- Procurement Legislation
- BVI Constitution Order, 2007
- Virgin Islands Audit Act, 2003

The internal governance mechanisms in the Public Sector are key components of a robust sector and seek to guide actions and produce standards from within. Figure 1 further summarises some uses for various internal governance mechanisms used in the Virgin Islands based on the new and emerging move towards integrating a results-based management approach.

Activity	Outcome	Mechanisms
<ul style="list-style-type: none"> <li>•Strategic Planning</li> <li>•Change Management, Planning and Implementation</li> <li>•Public Service Transformation</li> <li>•Routine Activities</li> <li>•Monitoring, Evaluating</li> </ul>	<ul style="list-style-type: none"> <li>•Objectives, Resource Allocation</li> <li>•Change Plan, Achievement of key priorities</li> <li>•Fundamental adjustments achieved</li> <li>•Performance</li> <li>•Analysis and reporting on successes, lessons and gaps</li> </ul>	<ul style="list-style-type: none"> <li>•Planning, Budget, Internal accounting</li> <li>•Task control, incentives, performance appraisals, grievance redress</li> <li>•Gap analysis, e-government, service delivery, HR Management</li> <li>•Training, Auditing, Standards, Compliance</li> <li>•Annual Reporting &amp; Post Evaluation</li> </ul>

**Figure 1: Governance Mechanisms**

### External Mechanisms

External control mechanisms are controlled by external organisations such as regional/international partners and financial and lending institutions that support the work of the Public Sector. The purpose of these mechanisms include the ability to negotiate with donors and institutions for better lending rates and support towards development initiatives as well as adequate debt management. External organisations can also provide guidelines for best practices. These mechanisms are facilitated by organisations such as the Caribbean Community (CARICOM) and its organisations, Association of Caribbean States (ACS), the Organisation of Eastern Caribbean States (OECS), United Nations (UN) organisations and regional banking institutions such as the Caribbean Development Bank (CDB). External Mechanisms are also established and monitored through the Foreign, Commonwealth & Development Office (FCDO) where financial borrowing guidelines for example are established for the Territory.

## QUESTION #6

### **6. What do you consider to be the strengths and weaknesses of that system?**

It is recognised that with the existing set of regulatory framework and legislation geared to promote good governance and those currently being introduced such as Contractor General Legislation, Whistle-blower Legislation, Integrity in Public Life Act, Ministerial Code, revision of the Registrar of Interests Act, Procurement Legislation and the Public Service Management Code, the Government will be able to show a robust Good Governance Framework.

It is however recognised specific to public officers that our current policies to guide public officer as reflected in General Orders are outdated and need to be revamped as much of the information in the document is now irrelevant. As a result, the Public Service Management Code has been drafted to replace the currently utilised General Orders.

Questions 5 and 7 are specific in showing that while the Public Service has an abundance of good governance legislation, policies and the established offices to monitor and execute a good governance platform, significantly missing is the overall Good Governance Policy and Framework as identified in question 7.

With this in place, monitoring and enforcement then become the most urgent need to ensure an engrossed culture of good governance. Led by the Integrity in Public Life Act, the framework for monitoring and enforcement will be augmented with other agencies responsible for good governance.

### Strengths

The Virgin Islands Public Sector has made significant improvements over the years in meeting good governance standards. This is evident by the history of economic growth that the Territory has been able to achieve over the years. This growth has been attributed to:

1. Investor's confidence
2. The integration of proper inducement for public officers to achieve objectives
3. Minimisation of wastage
4. Greater focus on minimising, corruption, risks and mismanagement.
5. Introduction of the Public Service Transformation Programme that has allowed for an enhancement of the Public Sector in a manner that fits the best interests of the customers and clients we serve.
6. Greater emphasis on integrity, ethical values, the rule of law and well as openness and wider stakeholder engagement.
7. Improved customer service initiatives
8. Improved efficiency, convenience, accountability and transparency through the use of ICT (E-Government initiatives) and improved customer service.
9. Strengthening of institutions through greater enforcement powers and human resource capacity to support greater accountability and performance
10. Enhancement of enforcement and compliance systems with the revision of laws, regulations and codes such as the Public Service Management Code and the creation of new legislation such as the Integrity in Public Life, Register of Interests Act.

### Weaknesses

It is recognised there is need for other improvements in good governance structures and mechanisms which will be addressed through:

1. Reorientation of priorities at the ministerial levels that are more closely linked to the legislative agenda and financial management processes
2. Expanding alliances with civil society and the private sector

3. Introduction of a comprehensive results-based management approach in strategic planning, budgeting and monitoring and evaluation
4. Further development of grievance redress system and making them accessible online
5. Re-engineering of workflows to allow for greater efficiency and to identify and address bottlenecks
6. Improving procurement systems
7. Establishing a comprehensive good governance framework and the establishment of a clear focal point for good governance
8. Continued drive towards the full implementation of the Public Service Transformation Programme led jointly by the Governor and the Premier.
9. Establishment of new laws to support the Freedom of Information Act and establishment of a Human Rights Commission in the near future.

## QUESTION #7

- 7. What steps do you as Deputy Governor consider should be taken to promote the strengths and remedy the weaknesses you have identified so as (if you have answered (3) above in the positive) to sustain public confidence in all elements of government?**

Over the years, a significant amount of effort has been made towards completing the various activities that support good governance in the Public Sector. There is a need to now combine these into a comprehensive Good Governance Framework to ensure continued enhancement in service delivery and improved accountability by establishing benchmarks for aspects of good governance in the public sector. The framework will not only span the Public Service but will cover all components of the public sector and will help to connect the various governance codes, regulations, etc. Going forward, there must be improvement in the manner in which the good governance principles and standards are implemented while strengthening the monitoring and evaluation mechanisms.

The Good Governance Model for the Virgin Islands Public Sector as outlined below in Figure 2 illustrates how the various principles for good governance relate to each other. It is important to note that integrity and openness permeate throughout the model. To deliver good governance in the public sector, both governing bodies and individuals working for public sector entities must work harmoniously to achieve the organisation's objectives while acting in the public interest at all times, consistent with the requirements of legislation and government policies, avoiding self-interest and, if necessary, overriding a perceived organisational interest.





Figure 2: VI Public Sector Model for Good Governance

In order for the Public Sector to fully implement the model, it is important that the Foreign, Commonwealth and Development Office (FCDO) assists the BVI in developing a good governance scorecard by which the Territory can use to monitor the success of its good governance programme on an annual basis.

Autonomous bodies also need to serve as watchdogs to identify which areas need to be strengthened. This means, steps need to be taken to amend legislation to give autonomous bodies, like the Office of the Auditor General, Office of the Registrar of Interests and the Office of the Complaints Commission, more enforcement powers.

In order for a programme of good governance to be successful, there must be a programme of ongoing education and awareness being implemented at all levels of

society and more so within the Public Sector. Maintaining mutual lines of communication is critical and includes both communications within as well as outside of the Sector. Public relations management will act as a bridge between the Public Sector and its stakeholders (identified in Figure 3 below), helping to enhance governance quality. Leaders and senior managers must therefore be open to fully understand what stakeholders think about the organisation and what they expect from the sector. This is an important aspect of the monitoring components needed to enhance the good governance programme.



**Figure 3: Stakeholders in Governance**

## QUESTION #8

### **8. What are the standards by which good governance is currently measured in the BVI?**

The Virgin Islands is expected to continue to be challenged due to changing and shrinking economies as a result of the impacts from hazards and the ongoing COVID-19 Pandemic.

New demands for governance in the Territory have been identified as:

- Delivering/determining measurable outcomes through a results-based management approach with a clearly developed and implemented Monitoring, Evaluating and Reporting System
- Showing clear impact for the resources invested
- Fair and transparent use of taxpayer resources
- Meaningful stakeholder and community engagement to discuss priorities

This requires fairly sophisticated governance practices such as systems/network thinking and visualisation; greater openness to dialogue and engagement, multi-dimensional problem-solving and priority-weighting; and the ability to understand and think forward the various ramifications and impact of decisions.

This can be gleaned from the central role it plays in the formulation and implementation of policies designed for the development of society. The diagram below, Figure 4, shows a number of key activities that have been implemented or are in train for implementation to monitor and promote good governance.



Figure 4: Key Activities for Good Governance

Notwithstanding, the above, the good governance guiding policy and framework presented in question 7 is needed as a standard of measure for good governance standards. As mentioned previously, the FCDO should assist the BVI in developing a good governance scorecard which the Territory can use annually to rate its good governance programme.

## QUESTION #9

### **9. In what way, if any, do you consider those standards to be insufficient?**

The implementation of the needed standards in questions 5, 7 and reiterated in 8 along with the various bodies geared to monitor, sets the foundation for a sufficient system when fully implemented. Until that stage is realised, however, consistent work on the Good Governance Programme must remain a priority. There will always be a greater need for greater transparency in how public funds for example are administered. This has heightened based on financial scarcity infused by hurricanes and the recent pandemic. While there is trust in Government as an institution, the society today is more complex and demanding of how Government's business is executed; therefore, requiring continuous efforts of information and communicating specifically on Government spending, for example.

The Good Governance Standards must continuously be benchmarked against those set by the United Kingdom and global partners. With the above mentioned, along with a comprehensive policy that gives oversight and clear instructions on what the good governance framework for the Territory should encompass and the passage of the Freedom of Information Bill, a foundation for correcting any current insufficient standards can be established.

## QUESTION #10

### **10. What steps do you, as Deputy Governor, consider should be taken to ensure that the standards of governance in place will sustain public confidence in all elements of government?**

As we work towards meeting the Sustainable Development Goals which are seen as the most powerful commitment to the principles of good governance, we must also aim to

maintain a functioning public sector that respects principles such as transparency and participation and is accountable to its customers and clients, a dynamic civil society that can express and respond to the needs of the society, and a justice system that provides legal security, all contributing to human security and protection of the environment.

Building on our achievements to date, we will continue to anchor good governance systematically at several levels within the Public Service.

It is therefore important that the work of the Public Service Transformation Programme advances, but in order for us to advance this programme, there is a need to clearly define the roles and responsibilities of the Governor, Premier, Deputy Governor, Ministers of Government and the Policy Advisors in the form of the Permanent Secretaries as it relates to good governance. A clearer structure of Government is necessary to avoid ambiguity and uncertainty and to ensure the public is clear on who is to be held accountable and to avoid any unintentional or intentional erosion of the neutrality of the Public Service. This will mean, for example, having written and explicit clarity on Section 56 of the Constitution which speaks to the role of Ministers in relations to their Ministries. Clarity on this section would afford Ministers the best platform by which to set and monitor policies while ensure the public service responds with pace and accuracy in the execution of related functions.

Whatever the outcome of the Commission of Inquiry, there is a need for the Public Sector to establish a formal Good Governance Policy. The policy will clearly define the good governance framework for the BVI in securing financial management, development and sustaining a high quality of public service delivery, facilitate transparency, integrity and gender equality, and produce good quality regulations.

An effective good governance framework would not just help to find solutions for any problems within the public sector that would be determined by the Commission of Inquiry, but also empower citizens and businesses to participate more in finding solutions as part of their social responsibilities.

As a Territory that is rapidly developing and competing globally, we must find ways to sustain key development initiatives even after political changes occur must be instituted. There are many productive ways to embed initiatives in the current systems of Government to decrease dependency on electoral and political cycles. We must therefore promote a whole of government approach - at the central level and all the way down to the decentral level where citizens and businesses meet the public sector.

Public Sector institutions must be encouraged to bridge the gap between planning and results. One of the key approaches to achieving this would be to expand further on performance-based goal setting and targeting, creating transparency and accountability, benchmarking, peer reviewing and joint learning within the context of a results-based environment. Improving efforts towards monitoring, evaluating and reporting on performance is critical.

The implementation of the Good Governance Policy and Framework while complex, is the most critical component in achieving a robust good governance institution. To achieve this there must be a bottom-up approach that includes all stakeholders to encourage an early sense of ownership, allowing time for developing institutions and providing training for those who will implement the policy, and put initiatives in a long term strategy based on a systemic approach. This approach calls for inclusive leadership, political determination and an inclusive society that is involved in the direction of the BVI. Any areas of good governance insufficiency must continue to be aggressively addressed and all persons in public life held accountable to the Good Governance Standards expected in relation to their duties. However, the current steps the BVI has taken towards good governance are commendable and should be recognised.

# GOVERNMENT OF THE VIRGIN ISLANDS

## 2017 BUDGET ESTIMATES

<b>Revenue</b>		
Taxes	302,018,130	
Grants	-	
Other Revenue	21,094,501	
<b>Total Revenue</b>		323,112,631
<b>Recurrent Expenditure</b>		
Employee Compensation	(120,962,833)	
Goods and Services	(59,111,055)	
Interest	(5,440,950)	
Subsidies	(527,000)	
Grants	(70,415,019)	
Social Benefits	(13,905,800)	
Property and Other Expenses	(10,541,174)	
<b>Total Recurrent Expenditure</b>		(280,903,831)
<b>Fund Contributions</b>		
Reserve Fund Contribution	(12,500,000)	
<b>Total Fund Contribution</b>		(12,500,000)
<b>Recurrent Surplus</b>		<u>29,708,800</u>
<b>Capital Expenditure</b>		
Capital Acquisitions from Recurrent Surplus	(3,996,500)	
Development Projects		
Funded from Recurrent Surplus	(14,029,000)	
Funded from Loan Funds	(28,574,000)	
<b>Total Capital Expenditure</b>		(46,599,500)
<b>Debt Service</b>		
Principal Repayments	(14,783,300)	
<b>Total Debt Service</b>		<u>(14,783,300)</u>
<b>Overall Surplus/(Deficit)</b>		(31,674,000)
<b>Deficit Financing</b>		
Loan Disbursements (Development Projects)	28,574,000	
Consolidated Fund	3,100,000	
<b>Total Financing</b>		<u>31,674,000</u>

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**IN THE MATTER OF THE TERRITORY OF THE VIRGIN ISLANDS COMMISSION OF INQUIRY 2021  
AND THE COMMISSION OF INQUIRY ACT (CAP 239) (THE 'ACT')**

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**THIRTEENTH AFFIDAVIT OF JEREMIAH FRETT**

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I, Jeremiah Frett, of Major Bay, Tortola, Financial Secretary of the Ministry of Finance, **MAKE OATH** and **SAY** as follows:

**1. Introduction**

- 1.1 I am the Acting Financial Secretary of the Ministry of Finance in the Government of the Virgin Islands ('BVI'). I have served in this capacity since 1 January 2021, and I make this Affidavit from facts within my own knowledge that are true or are without my own direct knowledge but are true to the best of my knowledge, information and belief, the sources of which are identified.
- 1.2 I make this Affidavit following the evidence of His Excellency Governor John Rankin to the Commission of Inquiry on 19 October 2021 and that of the former Governor Mr Jaspert on 20 October 2021.
- 1.3 At the outset, I should further say that in this Affidavit, where I mention a document, I do not waive any privilege asserted in respect of it unless I do so expressly.
- 1.4 I shall refer in this Affidavit to the Exhibit marked 'JF-17', which is a paginated bundle of documents. Page references in this Affidavit in square brackets are to pages in JF-17 unless otherwise stated.

**2. Initiatives to Develop the Public Service**

- 2.1 I understand that the Governor referred to the following Initiatives which he said had been championed by the Governor and Deputy Governor since 1999:
- a) The Public Service Development Programme, launched in 1999 (see transcript of day 50 at p.194/5-6 and the Governor's Response to Potential Criticisms, "the Governor's Response" at p.8, 4.5);
  - b) Human Resources Reform from 2000 (see transcript of day 50 at p.194/6 and the Governor's Response at p.8, 4.5);
  - c) Establishment of the Complaints Commission from 2003 (see transcript of day 50 at p.194/7-8 and the Governor's Response at p.8, 4.5);
  - d) Financial Reform from 2013 (see transcript of day 50 at p.194/8-9 and the Governor's Response at p.8, 4.5);
  - e) Improving Service Deliverance from 2013 -2016 (see transcript of day 50 at p.194/9-11 and the Governor's Response at p.8, 4.5);
  - f) Transformation from 2017 (see the Governor's Response at p.8, 4.5);

- g) The Public Service Transformation Programme from 2018 (see the Governor's Response at p.8, 4.5);
- h) Attempts to update the record keeping facility (see transcript of day 50 at p.217/4-12 and the Governor's Response at p.8, 4.5 and at pp 10-12, 4.16)

2.2 I shall address each of these in turn.

**a) The Public Service Development Programme launched 1999 to 2005**

2.3 I understand that the Public Service Development Programme, referred to by the Governor, is said to have comprised the following elements (see the Governor's Response at p.8, 4.5):

- i) Introduction of Service Charters;
- ii) Public Outreach and Engagement;
- iii) Employee Engagement (part of change motivation, Public Service Week);
- iv) Development of Sister Islands Coordination work – greater connectivity and standardisation of services;
- v) HR Reform introduced.

2.4 Insofar as I can, I summarise what I recall was involved in each of these.

- i) The Service Charters, which were introduced for each department in the Public Service, simply summarise the activities in which each department is supposed to be engaged and the services they provide.
- ii) Public Outreach and Engagement involved a number of initiatives designed to assess how the Public Service was viewed in the community, including the provision of feedback boxes which members of the public could use to comment on the service and a programme of 'mystery shopping' where members of the public deliberately engaged with the Public Service in order to report on the service received.
- iii) Employee Engagement through change motivation and Public Service Week involved team building activities such as departmental sporting events and award recognition ceremonies.
- iv) The development of Sister Islands Coordination work was aimed at building greater cooperation and consistency in the delivery of services across all the islands making up the Virgin Islands.
- v) I believe the HR Reform referred to here is the introduction of HR Managers and the attempt to decentralise responsibilities for hiring. Permanent Secretaries are permitted to hire up to Grade 7. Above that the HR Department is required to deal with recruitment. The introduction of independent HR Managers for each department helped to streamline that involvement.

2.5 One of the products of the sister island coordination would, I think, have been greater coordination of policy discussion between the sister islands, which probably led to some additional policy suggestions. However, it is not apparent to me that these initiatives had an impact on policy development capacity within the Public Service.

**b) Human Resources Reform from 2000**

2.6 I understand that Human Resources Reform from 2000, referred to by the Governor, is said to have comprised the following elements (see the Governor's Response at p.8, 4.5):

- i) Department of Human Resources and HR Reform established;

- ii) HR Strategy for change introduced employee relations, wellness, safety and workforce planning services and programmes;
- iii) Devolution of HR Functions and establishment of HR Policies and other employment legislation;
- iv) Job Analysis;
- v) Development of HR Competencies and HR Business Partnerships.

2.7 In summary, I believe these involved the following components.

- i) The establishment of the Department of Human Resources and HR Reform was a continuation of the process of HR Reform referred to at paragraph 2.4 (v) (above). The Department of HR Reform used to be a Personnel Unit under the Deputy Governor's office, but now became a department in its own right.
- ii) The HR Strategy for change was concerned with the welfare and support of the workforce.
- iii) I believe the devolution of HR Functions referred to here consisted of devolving responsibilities for HR matters to the managing staff of the permanent secretaries up to Grade 7, in a drive to improve staff management and recruitment amongst other HR functions. The establishment of HR Policies and other employment legislation are self-explanatory.
- iv) The Job Analysis was a human resources led and focussed project (see p.52 of the KPMG Job Analysis Project Final Report, April 2012 "**the Job Analysis Report**" at pages [1] to [63] of JF-17). It provided a review of organisational structures, roles and efficiency and technology issues (see p.[4]). It concentrated on providing fresh draft profiles for the existing roles in the Public Service and reviewing their grading and the efficiency of the existing organisational structures and reporting lines (see for example p.[9] 1<sup>st</sup> 2<sup>nd</sup> and 3<sup>rd</sup> bullet points, pp [21] to [22], pp [26] to [31]). It identified hazards in the workplace and made recommendations in respect of human resource management and efficiency in the service, including with respect to the use of technology (see the Job Analysis Report p.[9] 4<sup>th</sup> and 5<sup>th</sup> bullet points, p.[22], pp [32]-[33] and [34]-[61]).
- v) However, I cannot comment on the development of HR Competencies and HR Business Partnerships, which are matters specifically in the remit of the HR Department.

2.8 It is not apparent to me that the initiatives outlined in para. 2.7 i) to iv) had an impact on policy development capacity within the Public Service.

#### **c) Establishment of the Complaints Commission from 2003**

2.9 The Complaints Commission (referred to in the Governor's Response at p.8, 4.5) was established from 2003 onwards, as follows:

- i) Establishment of Complaints Commissioner Act and Office (reflected in the Virgin Islands Constitution Order 2007);
- ii) The Complaints Mechanism began to be utilised and reports presented to the House of Assembly.

2.10 The result was that the Complaints Commissioner would now deal with complaints against the Public Service and would write to Departments making recommendations on particular matters brought to their attention. These involved alleged failings in the delivery of the service at the interface with the general public, including disputes individuals may have with the Government. To my knowledge, these steps did not assist with providing for an enhanced policy development capacity in the Public Service.

**d) Fiscal Management Legislation from 2013**

2.11 I recognise that the following elements have also been involved in the development of fiscal management legislation from 2013 (referred to in the Governor's Response at p.8, 4.5):

- i) Establishment of Fiscal Management Legislation;
- ii) Deployment of Finance and Planning Officers;
- iii) Revision of Chart of Accounts;
- iv) Medium Term Fiscal Planning (policy based budgeting);
- v) Financial Protocols Agreed;
- vi) Full programme budgeting implemented.

2.12 I shall summarise what I believe to have been involved.

- i) I believe that the reference to Fiscal Management Legislation must relate to the Protocols for Effective Financial Management ("the Protocols") to which I also refer in my tenth affidavit (for example at paragraphs 2.3 (h) and 3.12), although these were actually agreed in 2012. However, I would point out that the Virgin Islands already had Fiscal Management Legislation before the Protocols were agreed. They contain some policy guidance, but they do not assist the public service to develop its own policy formulation expertise. The Protocols deal with these key areas:
  - a. Improving Medium Term Planning;
  - b. Delivering Value for Money;
  - c. Risk Management;
  - d. Accountability and Transparency;
  - e. Partnership with the United Kingdom;
- ii) I am unsure what is meant by the deployment of Finance and Planning Officers from 2013. Finance and Planning Officers existed well before 2013. I was a Finance and Planning Officer in the Deputy Governor's Office from October 2002 to December 2003. I believe that the intention was that the role should involve more high-level policy analysis, planning and development. Some of the training did, as I recall, deal with policy formulation. However, the training which was delivered which I recall attending in the UK, involved project management. In my experience, in practice, most Finance and Planning Officers ended up dealing with day to day operations and did not have time to focus on broader policy development. I should also point out that we already had a Development and Planning Unit, which is now the Central Statistics Office, acting as a policy formulation hub, which produced material such as the National Development Plan. Most of this function has since been transferred to the Ministry of Finance.
- iii) The revision of the Chart of Accounts was an initiative driven by the Ministry of Finance, reforming the manner in which particular budget items were charged to different accounts, in order to bring government finance into line with international standards and practices. This effort was also to standardise government finance with international standards and practices for comparison across countries.
- iv) Medium Term Fiscal Planning (policy based budgeting) was developed with the assistance of IMF and CARTAC. As a result, the Macro Fiscal Unit was formed in 2011. The MTFP aided in

the reporting necessary to meet the requirements imposed by the UK in the Protocols which demand policy based thinking, but did not help us to develop the capacity to deliver it. However, we were able to utilize the assistance of a Debt Advisor who was provided to the Government of the Virgin Islands by the Government of the United Kingdom for capacity building in the area of market-based high valued debt that the Government of the Virgin Islands should have acquired under the UK loan guarantee. Although, the UK loan guarantee is still being negotiated, the Debt Advisor has been an asset to the Ministry in the tendering of debt, and the development of debt models to inform the annual 3-year Medium Term Fiscal Plan. The Government of the Virgin Islands still anticipates that market-based debt would be acquired in the medium-term, so the services of the Debt Advisor are still needed, as such he is still employed by the Government of the Virgin Islands and paid by the Government of the UK.

- v) I have already dealt with the Protocols at 2.12 (i) (above)
- vi) Programme budgeting has been introduced since 2013. Through the Ministry of Finance training in programme budgeting has been conducted with Ministries and Departments annually. In the earlier years this training was supported by representatives from CARTAC. Programme budget is aimed at improving resource allocation i.e. high priority programmes are funded while low/non performing programmes are discontinued and/or funding reduced. There is still a need for a formal monitoring and evaluation process which will help with identifying the status of various Government programmes.

2.13 It is not apparent to me that these initiatives (not all of which emanated from the Deputy Governor or Governor's Group) addressed the need to enhance policy development capacity within the Public Service. Medium Term Fiscal Planning did perhaps impose additional policy making requirements on the service, but without assisting in improving capacity to formulate the necessary policies.

#### **e) Improving Service Deliverance**

2.14 I am aware that the following elements are said to have been involved in improving service deliverance (see the Governor's Response at p.8, 4.5):

- i) Internal Complaints Management Programme;
- ii) Revision of Service Charters and service culture;
- iii) Governance structure for greater collaboration and decision making;
- iv) Launch of Government's Official Website/E-Gov't Medium Term Fiscal Planning (policy based budgeting);
- v) Financial Protocols Agreed;

2.15 I shall again attempt to summarise what I believe was involved.

- i) The Internal Complaints Management Programme was produced in documentary form. It has not been widely publicised and I have seen little evidence of it in action.
- ii) I have already referred to the Service Charters at paragraph 2.4 (i) (above). They are periodically revised.
- iii) I am not sure what is meant by the governance structure in this context. However, if it is a reference to direction provided in the Protocols, at clause 23 they do refer to the need for collaboration between the UK and the Virgin Islands, in particular the need for sharing of information with the FCDO. I have referred to this in my tenth affidavit (see paragraphs 3.12 to 3.24).

- iv) The launch of the website enabled the budget and other activities of the Ministry of Finance to be published online. I have dealt with policy-based budgeting at 2.12 iv) (above).
  - v) I have already dealt with the Protocols above (see at 2.12 i)).
- 2.16 The initiatives outlined in para. 2.15 ii), iv) and v) have been previously addressed in this affidavit. It is not apparent to me that any of these initiatives had an impact on the policy formulation capacity of the Public Service.
- 2.17 The Governor also referred in evidence to particular "*capacity-building*" programmes:
- i) Public Finance Management Training (transcript of day 50 at p.197/9);
  - ii) IT information and management kit provision (transcript of day 50 at p.197/10) and recent funding for IT training provided by the UK Government and software development in the DPP's Office and in the Public Estates Programme (see transcript of day 50 at p.218/14-15 & 17-18 and the Governor's Response at p.9, 4.10);
  - iii) Work on International Health Regulations (transcript of day 50 at p.197/11);
  - iv) Work on child exploitation online protection (transcript of day 50 at p.197/11-12);
  - v) Work for disaster management capacity-building (transcript of day 50 at p.197/12-13);
  - vi) Training in human resources (transcript of day 50 at p.218/16 and the Governor's Response at p.9, 4.10);
  - vii) Training in respect of electoral process (transcript of day 50 at p.218/17).
- i) Public Finance Management Training*
- 2.18 We conduct training on the budget process every year. This training is provided by the Ministry of Finance. Training is also provided through CARTAC, to which I refer at paragraph 3.7 c) (below)
- 2.19 There is little or no emphasis in this budget process training, on policy analysis and formulation.
- ii) IT information and management kit provision, training and software development*
- 2.20 The principal IT transformation for my department has related to the JD Edwards Accounting system to which I referred in my tenth affidavit (see for example at paragraph 3.25). The HR component in the new JD Edwards software required a good deal of training in respect of the payroll process. This training was provided by the Department of Information Technology not the Deputy Governor or the Governor's Group.
- 2.21 I have been made aware, that following the 2017 hurricanes, the Department of Information Technology made a successful application to the UK through the FCDO for grant funding and received technical support valued at the sum of approximately \$80K. This funding was for the development of the Department of Information Technology technical team, as well as for other priority areas (Audit Department, Attorney General's Chamber's, Department of Human Resources, Elections Office, Deputy Governor's Office, Ministry of Natural Resources, Labour and Immigration and Land Survey). Through this initiative the Department of Information Technology was able to fund professional certifications for public officers in the following areas:
- i) Legal and legal administration;
  - ii) Accounting certification for Audit Professionals;
  - iii) IT Certifications (various);

- iv) Health and Safety;
- v) Elections management certification; and
- vi) Land and property valuation;

2.22 These improvements whilst no doubt necessary generally to increase the efficiency of the Public Service, do not specifically assist with enhancing the policy formulation capacity of the service.

2.23 *iii) Work on International Health Regulations*

2.24 I am unaware of the impact this initiative had, if any on policy formulation capacity of the Virgin Islands Public Service.

*iv) Work on Child Exploitation online Protection*

I am unable to speak to this initiative, but it seems unlikely to have involved any enhancement to the policy formulation capacity of the Virgin Islands Public Service.

*(v) Work for disaster management capacity-building*

2.25 I am aware of the many conferences, meetings, trainings and workshops attended by the Department of Disaster Management and Government stakeholders. Further, the Department of Disaster Management offers training to public officers. I exhibit a two-page summary of this training [64] – [65] of JF-17. It is not apparent to me that this initiative had an impact on the policy formulation capacity of the Public Service of the Virgin Islands.

*vi) Training in Human Resources*

2.26 I am aware of such training, for example as received by the HR Managers in my Ministry, which is delivered by the Deputy Governor's Group. It is not apparent to me that this training had an impact on policy formulation capacity of the Virgin Islands Public Service.

*vii) Training in Electoral Process*

2.27 I believe this was particular training delivered to the Office of the Independent Supervisor of Elections and it is not apparent to me that this training would have had an impact on policy formulation capacity.

#### **f) Transformation from 2017**

2.28 I understand that it is said that the Transformation from 2017 comprised the following elements (see the Governor's Response at p.8, 4.5):

- i) Strategic Direction for an Improved Public Service;
- ii) 7 Broad Areas of Change;
- iii) Commission of the PS Transformation Team;
- iv) Deployment of a Transformation Unit to institutionalize and drive service wide change;
- v) OT Employment Engagement Survey;
- vi) Good Governance Framework.

2.29 I shall again attempt to summarise what I believe is referred to here.

- i) I believe that 'Strategic Direction for an Improved Public Service' refers to guidance provided by a consultant sent by the UK after the Hurricanes in 2017. As I recall this focused on improving

inter-departmental cooperation and greater efficiency in the day-to-day operations of the service. I was one of the small core group selected to join an initial committee set up to liaise with the consultant. I was the lead person from the Ministry of Finance. I made a presentation to Cabinet on the subject. I recall that there was a proposal to form a specialist policy unit within the Premier's Office. However, this new specialist policy unit has yet to be created.

- ii) I believe there were in fact 8 Broad Areas of Change contemplated, which were as follows:
  - a. Redesign of the Public Service involved reviewing the current structure of the service and making a determination where changes in the structure of ministries and departments could be effected to make the delivery of services faster, more accurate and driven by the needs of clients;
  - b. E-Government, which concerned redesigning the delivery of services to clients using electronic technology (internet, electronic machines, etc.) which makes serving clients faster and easier while maintaining world class security standards;
  - c. Greening the Public Service, which concerned reducing the overall impact on the environment by focusing on certain greening areas;
  - d. Public/Private Sector Partnership, which concerned creating partnerships between the public and private sectors to ensure the sharing of information, talent and resources.
  - e. Good Governance, which concerned ensuring the Public Service has the right set of laws, regulations, policies and procedures to ensure accountability, openness, fairness, honesty, integrity, impartiality, and professionalism in every aspect of its operations;
  - f. Rebuilding Security, which concerned restoring the territory's security infrastructure as executed through security agencies (i.e., Royal Virgin Islands Police Force, HM Customs, Immigration, Ports Authority);
  - g. Alignment of the Statutory Agencies, to ensure consistency of practice with the Public Service;
  - h. Improved Customer Service, addressing the interface between the Public Service and the general public.
- iii) I recall that the PS Transformation Team activities coordination was led by Miss Lynch of Public Administration International and was designed to implement the PSTP.
- iv) I understand that a Transformation Unit exists in the Deputy Governor's Office and I as well as other members of my team have actively participated in meetings with the Transformation Unit.
- v) I understand that the OT Employment Engagement Survey (the results of which were I think produced in 2018) was an internal employee management initiative whose fundamental aims were to understand the working experience of employees in the Public Service, to explore employee engagement and provide information to drive improvement of the working experience.
- vi) I believe the 'Good Governance Framework' refers to various legislative initiatives in which we have been involved such as the procurement reform which has been passed and the reform of the Public Finance Management legislative framework which is in its advanced stages.

2.30 As I have noted, part of the 'Strategic Direction' involved the creation of a policy unit in the Premier's Office, but this has not materialised. It is not apparent to me that these initiatives had an impact on the policy formulation capacity of the Public Service.

#### **g) Public Service Transformation Programme from 2018**



2.31 The Transformation from 2018 comprised the following elements (see the Governor's Response at p.8, 4.5):

- i) Development of Public Service Transformation Framework ("**the Framework**");
- ii) 3 Broad Transformation Strategies;
- iii) Digital Transformation (e-Government Suite of Legislation);
- iv) Customer Service Improvement Programme;
- v) Development and launch of online work permit system.

2.32 I shall again summarise what I believe to have been involved with each of these elements.

- i) The Framework does contain the product of policy analysis. With respect to addressing the need for improved policy formulation capacity, the Government's section on 'Direction' included the need to "*Strengthen policy development and planning in the Territory*" (see p.25 4.5). The Framework also includes reference to the Premier's Office's drive for the development of a Strategic Policy and Planning Unit (see p.7 1.2 first bullet) and its vision to serve as the focal point for coordinating "*cross-sectorial policies and programmes*" (see p.28). However, most Departments seem to have focussed mainly on day to day operational initiatives. The Deputy Governor's section at pp 12 to 13 makes no reference to the need to enhance policy formulation capacity. The 'Results-Based Management Performance Framework' does appear to be intended to measure performance by reference to policy, solutions and strategic plans output (see for example 1.1.1, 2, 2.1.1, 3.1, 4.1 4.1.1., 4.4.1, 4.7.1, 8.1.1, 9.1.1 and 9.1.2 pp 35-37, 39 and 40) and the InCiSE index check-list includes "*Policy making*" as the first "*Core executive function*" (see p.45). However, the results the PSTP is designed to achieve set out at 5. on p.34 do not include a reference to policy analysis or formulation or the need to enhance that capacity in the Public Service. The Public Service Transformation Visioning Report of September 2018 ("**the 2018 Visioning Report**"), produced by the Deputy Governor in collaboration with the heads of the Public Service and appended to the Framework, does show the product of the 'Visioning Day' in terms of policies formulated under a number of areas of government activity. I would accept therefore that events such as the Visioning Day do assist with strengthening the policy formulation capacity of the Public Service. However, policy analysis and formulation needs to be fostered as part of the daily operation of the Public Service, with the establishment of a specialist unit or units. The 2018 Visioning Report begins with an introduction and a first section entitled 'World-Class Public Service' (see pp 1-8) in which I note there is no reference to the need to enhance this aspect of the Public Service' activity, nor any mention of the creation or enhancement of any policy unit or units (see in particular, the absence of any such reference in the "*eight broad Public Sector Transformation strategies*" described on page 5)
- ii) I believe that the 3 Broad Transformation Strategies, (1) Leading Globally in Service Delivery, (2) Developing Highly skilled & adaptable Leaders and Employees and (3) Agile, Lean, Digital and Green are reflected Cabinet Paper Memo 336/2020 [66] of JF-17. The Premier's Office Transformation Plan, referred to in Cabinet Paper Memo. 336/2020 places the need to "*Enhance capability in policy and strategic planning*" right at the forefront (see under 'Developing highly skilled & adaptable Leaders and Employees' and 'Improved Performance' at 1.) at [68] of JF-17. It also refers to the intention to create a joint inter-Ministry working group to train and support policy, planning and budgeting across Government (see under 'Developing highly skilled & adaptable Leaders and Employees' and 'Change and Collaboration' at 1.) at [68] of JF-17. The Ministry of Finance Transformation Plan referred to re-structuring to "*ensure the Strategic Policy and Planning Unit is supported by macro-economic policy input*" (under 'Leading Globally in Service Delivery' and 'Customer Service') and the intention to institute joint training with the Premier's Office new Policy and Planning unit on the strategic planning and budgeting process (see under 'Developing highly skilled & adaptable Leaders and Employees'

and 'Change and Collaboration') at [69] of JF-17. I note that the Ministry of Transportation, Work and Utilities also included "*Strengthen capability in ...policy development capability*" in their Transformation Plan (under 'Developing highly skilled & adaptable Leaders and Employees' and 'Improved Performance').

- iii) Digital Transformation involved passing a suite of legislation making provisions as to how Government business was to be done online.
- iv) I am not able to shed much light on the Customer Service Improvement Programme, but I believe it was mainly concerned with the interface between the Public Service and the general public.
- v) The advances with the work permit system were specific improvements made to that one area of activity under the Ministry of Natural Resources, Labour and Immigration.

2.33 Although elements iii) to iv) do not seem likely to have engaged with policy formulation, an emphasis on policy formulation capacity can plainly be seen emerging under the Framework and the 3 Strategies (paragraph 2.32 i) and ii) (above), particularly in the contributions of the Premier's Office to the documents I have referred to above.

2.34 I would add that I am not aware that the Deputy Governor or Governor's Group via the consultant, were involved in the initiatives towards enhancing policy formulation and analysis capacity identified by the Ministries, notably the Premier's Office, in particular the drive for the Strategic Policy and Planning Unit.

#### **h) Record Keeping**

2.35 The Governor referred to initiatives to improve record keeping by constructing a new 'Virgin Islands Archives and Repository Records Building' and by instituting a new computerised records management improvement project, between 2010 and 2018 (see transcript of day 50 at p.217/4-12 and the Governor's Response at pp.10-11, 4.16).

2.36 Whilst no doubt this sort of physical transformation of the Public Service record keeping would be desirable, it is not apparent to that this initiative would address the need to improve policy development capacity and to establish a skilled policy formulation cadre, which is, I believe, what we really need.

#### **Funding for Initiatives**

2.37 I note the evidence of the former Governor, Mr Jaspert, who said that there was "*pressure placed on bringing down the budgets for these kind of activities of the Governor's Group, Deputy Governor's Group*" (see transcript of day 51, p.145/16-18). I am not aware of any such intention on the Government's part to bring down the budgets for these kind of activities undertaken by the Governor's Group, Deputy Governor's Group. What I would say is that the process of funding projects requires that a comprehensive approach be taken in determining which projects are to be given priority.

### **3. Training Budgets for the Public Service**

3.1 The Governor suggested that the Virgin Islands Government had made "*inadequate*" provision for the training of the Public Service (see transcript of day 50 at p.198/2-6). He produced a table in the Governor's Response, purporting to show budgetary allocation in the Public Service from 2016 to 2021 (see at p.12, 4.19). In particular, he suggested that the figure budgeted for local training in 2021 was only \$25,000 (see transcript of day 50 at p.198/2-4, see also the evidence of former Governor Mr Jaspert, transcript of day 51 p.122/6-9).

- 3.2 I do not agree with the suggestion that we have made inadequate provision, nor do I agree all of the figures relied upon by the Governor.
- 3.3 Before dealing with the detail, I should point out that training and development as a tool for greater efficiency and productivity in the Public Service lies directly under the Deputy Governor's Office portfolio through the Department of Human Resources. A training unit housed in the Department of Human Resources is primarily responsible for developing Public Officers. The annual payroll expenses for those officers attached to the training unit are not classified as a training expenses. Instead, the expenses for those officers are classified as payroll related expenses based on the Government's chart of accounts.
- 3.4 However, in addition, ministries and departments allocate funding in their own annual budgets for local and foreign training (commonly referred to as foreign and domestic training).
- 3.5 I first produce a table in response to the one which I understand to have been provided by the Governor, which I believe probably gives the figures for training through the Department of Human Resources as described at paragraph 3.3 (above). Corrections appear struck through/underlined.

YEAR	Department of Human Resources Approved Budget	Training/learning & Development (LD) Allocation	Percentage of Budget for LD	Domestic (local)	Scholarships
2016	\$4,157,500	\$598,500	<del>14.3%</del> 14.4%	\$138,000	\$460,500
2017	\$3,776,400	\$520,188	<del>13.7%</del> 13.8%	\$84,000	\$436,188
2018	\$3,358,200	\$423,453	12.6%	\$28,000	\$395,453
2019	\$2,854,500	<del>\$361,800</del> <u>\$330,500</u>	<del>12.6%</del> 12.7%	\$16,000	\$314,500
2020	\$2,756,100	\$154,482	5.6%	\$25,000	\$129,482

- 3.6 I also provide the following table which gives the figures for the foreign and domestic training provided by the various government departments of the Virgin Islands from the financial year ending in 2017 to the financial year ending in 2021.

Foreign and Domestic Training - Government of the Virgin Islands 2017 - 2021									
FY - 2017		FY - 2018		FY - 2019		FY - 2020		FY - 2021	
Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual YTD
281,236.82	291,016.48	627,345.81	272,189.53	533,989.91	304,130.27	256,268.08	191,814.83	479,384.47	59,313.00

- 3.7 Dealing with the figure of \$25,000 given by the Governor and Mr Jaspert as a total figure for local training for the whole Public Service in 2021, the true figure for local training in the Public Service in the Financial Year 2021 was in fact \$479,384.47. As I have explained at paragraph 3.4 (above), each Ministry has a budget for foreign and domestic training. I believe the figure of \$25,000 may have derived from one line of a domestic training budget for one department alone.
- I feel it necessary to highlight that the funding allocated in the table as mentioned above is not indicative of the total annual allocation towards training in the public sector.
  - For example, the Ministry of Finance makes an annual contribution of approximately \$160K to the International Monetary Fund ("IMF") to allow the Government to receive technical assistance and training when required. This type of expenditure is not classified as a training expense but a 'grant to an international organization.' Similar contributions to other regional and international organizations by different ministries and departments also yield similar training benefits. The Caribbean Development Bank ("the CDB"), United Nations Children's Fund (UNICEF),

Pan-American Health Organization (PHO), and the Universal Postal Union (UPU), to name of few, are some of our partners who contribute to training in the public sector.

- c) The Government of the Virgin Islands receives considerable training support for the Public Service as a result of membership CARTAC. For example a Medium Term Economic and Fiscal Outlook Workshop was held in July 2014 and June 2015 in Port of Spain, Trinidad and Tobago, a Budget Manual Workshop was held in August 2015 in St Lucia, a Medium-Term, Strategic and Gender Budgeting Workshop was held in St Kitts in February 2017, a Workshop of Public Investment Management was held in Grenada between in May and June 2017, a Medium Term Fiscal Strategy and Budgeting Workshop was held in Port of Spain in January 2018, a Fiscal Risk Management Workshop in Port of Spain in November 2019 and three Webinars on budgeting during the COVID-19 Pandemic were held in November and December 2020 and January 2021. Most recently a webinar on Strengthening Budget Preparation using Medium Term Budget Estimates and one entitled 'Budgeting for Results: Prioritising Budget Spending Through Performance Planning were held in May and June 2021 respectively. The CARTAC Membership comes as a result of our contribution to the IMF referred to in paragraph 3.7 b) above.
- d) Further, the CDB provides training to the Public Service. For example, the CDB provided its revised Guidelines for Selection and Engagement of Consultants in 2013, three Public-Private Partnership 'Boot Camps' were held in Barbados, Trinidad and Jamaica in 2015, 2016 and 2017 respectively, Caribbean Procurement Training Programmes, CIPS Level 4 Programmes, were provided from January 2020 to March 2021 and are being provided this year from February 2021. This year the CDB also provided a 'Natural Disaster Management – Infrastructure Rehabilitation Project: Project Launch Workshop', on 12 July. There is no direct cost to the Virgin Islands Government for this training, which is provided as a result of the Virgin Islands Government's ongoing engagement and relationship with the CDB.
- e) Training received as part of consultancy contracts is also often overlooked. Recently the Government upgraded its accounting system, and a component of the cost was training.
- f) On an annual basis, the Government also contributes more than \$8 million dollars to the local community college towards free education and training for BVI Islanders, as shown in the table below, through grants to the H.L.Stoutt Community College ("HLSCC"). At the start of the 2006-2007 academic year, the Government of the Virgin Islands introduced the BVI tuition Assistance programme providing free tuition to British Virgin Islanders. Students are still responsible for paying fees and book costs. The programme does not cover the costs of summer school, nor for repeated courses according to the college's website. The eligibility requirements are as follows for the free tuition. Applicants must be the holder of one of the following documents and submit same to the Registry at HLSCC: British Passport issued by the Virgin Islands; British Virgin Islands Belonger Card; British Passport with the place of birth as the British Virgin Islands; and Certificate of Naturalisation as a British Overseas Territory Citizen (BVI). Many members of the Public Service (including myself) have attended HLSCC and will have benefitted from the assistance provided.

Grant to H. L Stoutt Community College				
2017	2018	2019	2020	2021
7,800,000	8,000,00	10,000,000	9,983,400.00	9,018,492.00

4. Recruitment and Pay Freeze

- 4.1 The Governor referred to the external recruitment freeze and was shown the Cabinet Paper dated 28 May 2018 in which the former Governor proposed the freeze (see transcript of day 50 at p.210/21 to p.212/11).
- 4.2 He also referred to the non-payment of annual performance increments since 2016/2017 (see transcript of day 50 at p.208/15-16).
- 4.3 I have already described the measures taken to reduce the cost of emoluments in the Public Service and exhibited the relevant Cabinet and other papers in my Tenth Affidavit at paragraph 2.3 (f) (i) to (viii). The papers appear at pages 2587-2605 of JF-14. I observed that freezing employee compensation has led to a 'brain drain' in several critical government departments (see my tenth affidavit at paragraph 2.3 (g)). I described the pressure from the FCDO to reduced personal emoluments in the Public Service (see my tenth affidavit at paragraph 2.3 (h)). I note that Mr Jaspert was prepared to accept that the FCDO did question the size of the Public Service (see transcript of day 51, p.140/12-13), but as I described in my tenth affidavit, in my view the pressure from the FCDO was to reduce the operational cost of the overall budget to which personal emoluments made up the greatest share. I also note that it was suggested to the Premier that Cabinet could have refused to comply with what the FCDO suggested (see transcript of day 52, p.265/25 to p.266/3). The FCDO's views could not have been dismissed so easily. We were required to report and obtain approvals from the FCDO as I have described in my tenth affidavit at paragraph 3.12. Further it was important to maintain the constructive dialogue I have described at paragraphs 3.13 to 3.24 of my tenth affidavit. Faced with the economic challenges of the last 3 years, (which I summarise at paragraph 2.3 (b) to (e) of my tenth affidavit), the current administration has concentrated on avoiding any lay-offs or pay cuts (see my tenth affidavit at paragraph 2.3 (h) (iii)).
- 4.4 With respect to the recruitment freeze, the activity of the present Government has been confined to implementing the 'Position Management and Vacancy Control Process', involving the use of a Recruitment Requisition Form (see Ministry of Finance and Department of Human Resources Circular No.1 of 2019, 2 and 29 May 2019 [80] of JF-17. This system was part of the former Governor's 2018 cost cutting initiative. I note that there was a similar recruitment process instituted in 2012, using the 'Job Advertisement Request Form', pursuant to Human Resources Circular No.5 of 2012 (JF-14 at 2598-2600). I also note that although Mr Jaspert at one point seemed to suggest that the Premier had "*put a recruitment freeze in place*" in March 2019 (see transcript of day 51 p.122/12-15 and similar evidence referring to the Premier having "*instigated*" a "*recruitment or hiring freeze*" p.134/10-12), having been shown Cabinet Paper Memo 146/2018 (to which I referred in my tenth affidavit at paragraph 2.3 (f) (viii)), he accepted that the proposal to stop non-essential external hiring in that paper was put forward "*by [himself] as Governor*" in 2018 (p.140/19-22). The hiring freeze was not instigated by the current administration, although it has been recognised since 2019 that care needed to be taken in husbanding resources and that controls such as the 'Recruitment Requisition Form' procedure probably had to be retained.
- 4.5 On the question of pay in the Public Service, the current Government has approved the payment of annual performance increments for 2016 to 2017 and 2017 to 2018 and strongly advocates a comprehensive review of pay structures in the Public Service. In March of this year Cabinet accepted a paper from the Deputy Governor's Office to review the pay structure of the Public Service, as the Governor recognised (see transcript of day 50 p.235/6-11 and the Governor's Response p.9, 4.11).

5. Post Filling

- 5.1 With respect to filling vacant positions, the Governor said that whilst budgetary provision may be made by the elected Government to cover the total existing slots in the Public Service, using the Police Force, Magistracy and the Courts and the Attorney General's Chambers as examples, where

a post falls vacant on retirement or resignation, the relevant Department has to seek permission to advertise vacant slots from the Ministry of Finance (see transcript of day 50 at p.223/1-17 and the Governor's Response at pp 9-10, 4.12 and 4.14). The Governor specifically referred to delays due to the Ministry of Finance "*not giving the requisite permissions*" (see transcript of day 50 at p.223/15-17). I note that Mr Jaspert also said that "*the ability to go and recruit is being held up financially by the Ministry of Finance*" (see transcript of day 51, p.147/21-23).

- 5.2 I have already referred to the 'Recruitment Requisition Form' process, which formed part of the former Governor's cost-cutting drive of 2018, at paragraph 4.4 (above). I would accept that this does cause delays.
- 5.3 However, if the Governor sought to suggest that the Premier or the Ministry of Finance were refusing to fill important posts in the Police, Magistracy and the Attorney General's Chambers, I do not support this view. Requests are granted once the Ministry has processed the Recruitment Requests. However, due to the capacity issues, which have been referred to by the elected Government in their Position Statements for the COI, I would accept that this takes longer than is desirable.
- 5.4 I am not aware of any such requests being refused, save on one occasion in respect of the Police Service, by a mistake, which was corrected. When the papers came to the Premier, he inadvertently ticked the wrong box indicating a lack of approval when he had intended to give his approval. However, he corrected the mistake as soon as it was pointed out to him.
- 5.5 Before attempting to address some of the specific points, I should add that I have not been able to check and/or verify all of the details. The current work on the Budget has severely curtailed my team's ability to spend time assisting me with this Affidavit despite officials working late nights and evenings to try and complete both Budget and COI work. Although the Ministry of Finance recognises the importance of the COI work, I took the view that the Budget could not be delayed any longer and so there was a limit to what I could ask my team to do on this Affidavit.

#### **Police Vacancies**

- 5.6 I am told that the Governor has specifically suggested that the ability to recruit for police vacancies has been 'held up' by the Ministry of Finance not giving the requisite permissions, which risks stifling the ability to bring the police up to its full staffing complement (see the Governor's Response p.10, 4.15). Whilst I accept that the Recruitment Requisition Form process described at paragraph 4.4 (above) can take longer than we would like, if it is suggested that the process has been used deliberately to withhold permission, I do not believe that has occurred within the Ministry of Finance.

#### *September 2020*

- 5.7 The Governor said that the former Police Commissioner, Mr Mathews, told him that when he went to the Premier and Ministry of Finance to discuss vacancies in September 2020, he was not given permission to recruit all the specialist officers which were required and was only "*sanctioned to recruit a small number of regulars and auxiliaries*" (see transcript of day 50 at p.224/2-7 and the Governor's Response at p.10, 4.14). I also note Mr Jaspert's reference to the following specialist officers or positions: head of intelligence, covert policing officer, financial investigator and a major investigations team including a Detective Sergeant and 5 Constables and a senior investigative officer (see transcript of day 51 p.148/1-10).
- 5.8 In my experience, the Police have always been given budgetary priority, although we are inevitably constrained by the funds available to us.
- 5.9 With regard to the particular example given by the Governor, I recall a meeting in September 2020, which the former Police Commissioner attended, in order to make his case for his Department's funding. This is a step every Department undergoes as part of the budget process. The former Commissioner initially asked to fill all vacant posts. Given the current state of Government finances

he was asked whether he could identify his essential requirements. I believe he initially identified 38 posts and subsequently added another 10.

- 5.10 Due to time constraints, it has not been possible for the Ministry of Finance, Department of Human Resources and the Police Department to check the level of vacant posts which existed in 2020, for the year 2021. However, I believe that in 2020 the Police also requested 15 Police Officers/New Recruits and 10 Marine Auxiliaries as new spending requests and that approval and funding was provided for new positions for a Computer Technician, 5 Police Detective Constables and a Police Sergeant/Office Manager. We did not fund a head of intelligence, covert policing officer or financial investigator or further senior investigative officer that year. In addition, in 2020, through the CURT process the Police asked to have Executive Officer and Senior Executive Officer posts renamed and regraded to Computer Technician I/II; These were approved by the Human Resources Department and the Ministry of Finance and were funded.

#### *Promotions*

- 5.11 The Governor said that permission was also required for a promotion for example from Constable to Sergeant, involving a pay rise (see transcript of day 50 at p.228/8-13). I accept that where an officer is promoted this is treated as filling a vacancy in the more senior role and the Recruitment Request Form process has to be followed. However, the observations I have made at paragraphs 5.2 to 5.4 (above) also apply to promotions.

#### *Current Vacancies*

- 5.12 In his Position Statement of Governance, the Governor pointed to 67 current vacancies in the RVIPF. More recently in the Governor's Response, he suggested that there were 64 current vacancies (see p.10, 4.13).
- 5.13 For the reasons given at paragraph 5.5 (above) and being unable to reconcile the staff compliment of the Police Department, I have not been able to determine the current vacancy levels at the time of presenting this affidavit. However, I am aware that 12 constables and 4 auxiliary officers were recruited previously.

#### **Attorney General's Chambers and the Court Service**

- 5.14 I note that Mr Jaspert appeared to refer to the following positions in the Attorney General's Chambers as vacant or unfilled: Solicitor General, Principal Crown Counsel and 2 Senior Crown Counsel (see transcript of Day 51, p 147/25 to p.148/1). The Governor points to 9 current vacancies in the Attorney General's Chambers, "*under recruitment*" (see the Governor's Response p.10, 4.12). The Attorney General Office requested one post of Solicitor General to be renamed to International Affairs Counsel. This was approved and funded for the period February to December 2021 and subsequent years. My understanding of the current position is that a request was made in respect of 8 vacancies, which are funded and await completion of the recruitment process which is not being handled by the Ministry of Finance.
- 5.15 Mr Jaspert also suggested that there were the following vacancies or unfilled positions in the court service: a Magistrate, a Senior Administration Officer and a Bailiff (see transcript of day 51, p.147/24-25). In the budget year 2021 funding was sought for one additional Magistrate and 1 temporary Executive Officer as new spending requests. Approval and funding was granted for a Magistrate, so two Magistrates in total are funded. We did not approve and fund a further additional Senior Administration Officer nor a further single additional Bailiff, so we only fund one Senior Administration Officer and one Bailiff at present. For the reasons given at paragraph 5.5 (above), I do not yet have the details on any further outstanding vacancies. Once the appropriate representation has been made by the department, they will be considered amongst other applications and would be subject to the availability of funding.



### Judicial and Legal Services Commission

- 5.16 The Governor points to 8 of 9 positions now with the Judicial and Legal Services Commission, due for appointment (see the Governor's Response p.10, 4.12). I am aware that eight (8) posts were submitted by the Judicial and Legal Services Commission for approval on 3<sup>rd</sup> November 2021. For the reasons given in paragraph 5.5 (above) I do not yet have details as to the latest position in respect of these vacancies. Any delay involved was not related to funding.

### Policy Analyst Posts

- 5.17 Provision is currently made in the Ministry of Finance for six (6) Policy Analysts and in the Premier's Office for one (1).

### Rates of Pay

- 5.18 I believe that in some specialist areas the rate of pay presents some challenges in attracting and retaining persons to the Public Service. The Government of the Virgin Islands is currently engaged in a procurement process to select a suitable firm to carry out a compensation review and job classification. This process is being led by the Deputy Governor's Office and the Department of Human Resources. It is hoped that the outcome of this exercise will address the rate of pay to public officers and hopefully put the public service in a better position to attract suitable candidates for vacancies, particularly in specialised fields.

### 6. Budget Responsibility

- 6.1 The Governor said that *"the Budget available for the Public Service lies with the elected Government"* (see transcript of day 50 at p.213/12-13 and the Governor's Response p.7, 4.3) and that *"primary responsibility lies with the BVI Government"* (see transcript of day 50 at p.220/5-6). The former Governor said that *"first call on funding for the public service should come from the democratically Elected Government"* (see transcript of day 51 p.124/13-14).
- 6.2 I would point out that the appropriation Bill (inclusive of the budget estimate) is subject to the approval of the Governor. Further, if there is any breach of the Protocols involved the budget has to be approved by the UK Government, through the FCDO.

Sworn by: Jeremiah Frett

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On 12 November 2021

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At Ministry of Finance

)

Jeremiah Frett

Before me

Notary/Commissioner of Oaths





**IN THE MATTER OF THE TERRITORY OF THE VIRGIN  
ISLANDS COMMISSION OF INQUIRY 2021**

**AND THE COMMISSION OF INQUIRY ACT (CAP 239)  
(THE 'ACT')**

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**THIRTEENTH AFFIDAVIT OF  
JEREMIAH FRETT**

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## GROWTH IN THE PUBLIC SERVICE PROPOSAL

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**PURPOSE:** In accordance with the Department of Human Resources strategic objectives, which align with the Government's Manifesto on the Public Service (Item 2), a number of objectives and strategies to control the growth and size of the Public Service are presented. These strategies may be reviewed in three (3) years.

**OBJECTIVE 1. SECURE JOBS BY CONTROLLING THE SIZE, GROWTH AND EXPENDITURE OF THE PUBLIC SERVICE**

**STRATEGY 1: SHARING HUMAN RESOURCES PROGRAMME**

**[Immediate Strategy]**

The Department of Human Resources' first strategy to securing jobs by controlling the size, growth and expenditure of the Public Service is to implement a Sharing Human Resources Programme. The Sharing Human Resources Programme is a voluntary, re-alignment programme to hiring where positions currently approved in the Budget Estimates can be shared between Ministries and Departments. At minimum, positions not currently filled by a Ministry or Department would be transferable to another to ensure effective delivery of service. This programme will immediately impact the Public Service by sustaining its size without sacrificing jobs and the Department's/Ministry's outputs. Permanent Secretaries in consultation with their respective Minister will identify and approve positions to be placed in the pool and shared throughout the Ministry and/or Public Service. The positions in the pool are flexible and may be used interchangeably for a period of time as agreed by Top Managers (FS, PS, Director of H.R.) for the use of a Ministry/Department.

**GENERAL GUIDELINES AND PROCEDURES**

1. Department of Human Resources will provide a list of vacant positions within the Public Service to Ministries and Departments.
2. Departments/Ministries will identify the necessity of the vacant positions and the impact of not filling those positions on the fulfillment of ministerial strategic objectives.
3. In determining whether a post is necessary, Departments/Ministries will review how the current staff can absorb the workload and how it may impact the quality of work if the position is not filled or released.
4. Ministers and Permanent Secretaries will agree if the release of a post is feasible along with the terms of the release. For example:
  - a. Temporary – position is to be used temporarily by another Department of Ministry
  - b. Full release – the position will be fully released and be adopted/transferred under another sub-head.
5. Permanent Secretaries will report to the Department of Human Resources on positions agreed for release.
6. The Department of Human Resources will compile a list of all approved positions available to be placed in the position pool.

7. Ministries/Departments will bid on positions in the pool for approval by Top Managers (FS, PS and Director of Human Resources).

#### **STRATEGY 2: RECRUIT PERSONS BASED ON RETIREMENT (RATIO 1:3)**

**[Immediate Strategy]**

In 2008, 122 vacancies were advertised to recruit new officers into the Public Service. If all vacancies were filled, the Public Service would have increased by 2% over a one-year period. The current average salary of a public officer is \$41,771 dollars per annum, which would have increased the personal emoluments expenditure by an additional \$5,346,688 million dollars. The current amount allotted to personal emoluments as indicated in the Budget Estimates is \$114,000,000 dollars (40.86% of total budget). If the additional expenditure based on recruitment is added to the current emolument allotment, employee related emoluments would exceed \$120,000,000 dollars in a single year.

It is also essential that a recruitment strategy be implemented to avoid potentially devastating effects that uncontrolled hiring can pose on the future of the Public Service. Therefore, we must recruit strategically to control the size, growth and expenditure of the Public Service. The Department of Human Resources presents that the recruitment of new officers be linked to the retirement of officers and occurs in accordance with the personal emoluments quota.

The recruitment of new officers should occur at a rate to officers retiring from the Public Service. Given the average retirement cost of \$12,718 and the average salary \$41,771, hiring can occur at a rate of 1:3 without incurring significant cost to the Public Service while maintaining its size. This principle will also apply to other forms of employee exits.

#### **GENERAL GUIDELINES AND PROCEDURES**

1. Through position planning and control processes Departments will submit requests to fill vacancies to Permanent Secretaries.
2. Permanent Secretaries will prioritize all requests for new hires based on the critical work linked to Ministerial objectives and the Government's manifesto.
3. Permanent Secretaries will approve requests and forward them to the Department of Human Resources for consideration.
  - a. Assessment of hiring requests will be completed based on the following:
    - i. the recruit to retiree ratio (1:3);
    - ii. the capacity to hire;
    - iii. the strength of the request contrasted with other Ministerial requests based on the needs of the Public Service.
4. The Department of Human Resources will compile a complete report of requests for hire with recommendations and submit to Cabinet for approval.

#### **STRATEGY 3: JOB ANALYSIS**

**[Mid – Long Term Strategy]**

A comprehensive job analysis is necessary to identify and assess critical positions needed to effectively deliver the mandate of the Public Service. This is an important element in the overall strategy to save

jobs and control the size, growth and expenditure of the Public Service. Without concrete data we are unable to determine the human resources capacity and needs of the Public Service.

The potential savings for the Public Service can be substantial. For example, through a job analysis if 12 positions are identified to be redundant it would reduce personal emoluments by \$500,000 dollars at an average salary of \$41,000 dollars. If 24 positions are identified, as being redundant, the Public Service could save \$1,000,000 dollars using the recruitment to retirement rate.

As an example of the benefits of a job analysis, the Department of Human Resources recommends the merger of the Department of Information Technology (DOIT) and the Telephone Services Unit to a single department reporting to the Ministry of Finance or the Ministry of Communications and Works. This merger would create a more efficient delivery of telecommunications service capable to responding to technological changes in the environment. In addition, the telephone support function currently offered by the Telephone Service Unit can be outsourced, leading towards a leaner, efficient and more effective Public Service translating into increased savings for the Public Service. Due to the merger and the redundancy of posts, persons can be deployed based on the needs of the Service into other areas of Government.

The Department of Human Resources therefore recommends an investment of \$100,000 dollars to facilitate a job analysis geared at identifying the optimum number of human resources for the Public Service to yield a greater return in savings on expenditure.

## **OBJECTIVE 2. REDUCE THE COST OF PERSONAL EMOLUMENTS IN THE PUBLIC SERVICE**

### **STRATEGY 1: *ADOPT A CONTRIBUTORY PENSION SCHEME***

#### **[Long Term Strategy]**

In 2009 the pension bill was \$10,211,600 dollars. 139 officers were eligible for retirement in 2009 and 43 officers are projected to retire in 2010. If all eligible officers retire as of December 2010 the current unfunded, non-contributory pension scheme will equate to \$13,548,322 dollars. The projected figure will consume approximately 4.7% of the Government's current budget. Therefore, a contributory pension scheme will reduce the impact of Government pension expenditure while assisting to reduce the pension budgetary consumption rate.

Additionally, under Pension Reformme the contributory pension scheme should include components geared at increasing the retirement age from 60 to 65 years of age and stipulate that benefits may only be collected after attaining the retirement age and not based on years of service. Officers may remain in the service after attaining the retirement age if the position currently held is critical to the sustainability of the Public Service and based on the following conditions:

- (1) The officer being medically fit to work;
- (2) The officer's contributions are valuable and successfully contributes towards the Department/Ministry outputs; and
- (3) No other qualified national is readily available to fill the position.

### **STRATEGY 3: ENFORCE MANDATORY RETIREMENT BASED ON YEARS OF SERVICE AND AGE**

**[Immediate Strategy]**

As a strategy to reduce the size and personal emoluments of the Public Service, public officers who have attained the compulsory age of 60 and have 25 years of service should be required to retire from the Public Service, in accordance with the Pension Act and General Orders. The retirement option will not be approved for persons in positions who are critical to the sustainability of the Public Service.

This strategy must be considered under the following conditions: (1) our ability to onboard new graduates; (2) capacity of the Public Service to maintain extended employment; (3) the implementation of the contributory pension scheme.

### **STRATEGY 4: SUSPEND ANNUAL INCREMENTS (EFFECTIVE 2010)**

**[Immediate Strategy]**

In an effort to reduce the cost of personal emoluments in the Public Service, a strategy proposed by the Department of Human Resources would be to suspend the disbursement of annual increments. The current amount allotted towards personal emoluments from the annual budget is \$114,000,000 dollars (40.86% of total budget). Based on the number of officers employed with the Government, the projected savings for one year would be \$2,650,241 dollars if increments were suspended. In three (3) years the expenditure could be further reduced by \$7,950,723 dollars.

### **STRATEGY 5: SUSPEND PAYOUT OF ACCUMULATED LEAVE AND NO CARRY OVER OF LEAVE BALANCES**

**[Mid – Long Term Strategy]**

The Department of Human Resources proposes suspending the payout of accumulated leave for public officers and to implement a “Use it or Lose it” policy denying the carrying over of accumulated leave balances. The leave earned by officers will be required to be used within a current year. Prior to full implementation a two (2) year period may be offered to officers to utilize their accumulated leave. Currently, there are 84 officers over the approved maximum accumulated leave allotment. If those officers were paid their accumulated leave it would cost the Public Service \$2,362,088 dollars.

### **STRATEGY 6: CANCEL THE REHIRING OF RETIRED PERSONNEL –**

**[Immediate Strategy]**

As another strategy to reduce personal emoluments, the Department of Human Resources proposes canceling the rehiring of retired personnel unless retaining those persons are critical to the sustainability of the Public Service.

Rehiring retirees create situations where persons receive dual incomes from the Public Service (“double dipping”). The rehired retirees receive pension payments, salary and in some cases a gratuity – essentially “triple dipping.”

**STRATEGY 7: REDUCTION OF GRATUITIES FOR CONTRACT WORKERS BY 5%**

Immediate Strategy

Another strategy proposed by the Department of Human Resources would be to reduce the contract gratuities for contract workers from 20% to 15%. In 2008, there were 97 officers on contract within the Public Service. The average salaries of those contract officers were \$51,344.61 dollars, receiving an average gratuity payment of \$20,537.85 per contract. By reducing the gratuity payout by 5% the estimated savings for the Public Service is \$500,000 dollars annually.

**OBJECTIVE 3. INCREASE THE REVENUE OF THE PUBLIC SERVICE**

**STRATEGY 1: CABINET TO MANDATE THAT ALL GOVERNMENT DEPARTMENTS PROPOSE ADDITIONAL REVENUES STREAMS FOR THE PUBLIC SERVICE.**

Immediate Strategy

As a strategy to increase the revenue of the Public Service, the Department of Human Resources recommends that Cabinet mandate all Ministries and Departments to propose additional revenue streams for the Public Service. In tough economic times, it is important to make certain budgetary cuts to battle against the budget deficit. However, while some cuts may be necessary it is essential to identify other means of increasing the revenue of the Public Service, for example by enforcing financial penalties, increasing taxes, introducing soft taxes and raising service fees.

**OBJECTIVE 4: ENSURE CABINET'S DECISION IS COMMUNICATED POSITIVELY TO THE SERVICE AND THE PUBLIC**

**STRATEGY 1: COMMUNICATION STRATEGY FOR THE PUBLIC SERVICE**

Immediate Strategy

To ensure that Cabinet's decisions are communicated positively throughout the Public Service and the entire Public the Department of Human Resources, in conjunction Government Information Services (GIS) will develop a communication strategy, approved by Cabinet, to communicate the following messages:

- "Securing the Jobs of Public Officers"
- "Protecting the Future of the Public Service"
- "Ensuring the Continuation of Services to the Public"
- "Government is Proactive"
- "Protecting Government's Resources"



**HUMAN RESOURCES CIRCULAR NO. 10 of 2010**

**FROM:** Director of Human Resources

**TO:** Authorised Officers  
Heads of Department

**PC:** Governor  
Deputy Governor

**DATE:** 16 July 2010

**REF:** Suspension of Honourariums

On 23<sup>rd</sup> June 2010, the Governor and Premier presented a statement on a number of strategies agreed by Cabinet to cut costs and manage the growth of the Public Service. This circular addresses the decision of Cabinet to suspend the payment of all Honourariums.

The following outlines the policy:

- i. Honourariums will not be paid for extra duties worked or used as payment for exceptional performance.
- ii. 'Time off in lieu' of overtime hours worked will be granted.
- iii. Exceptional cases for honorarium request must be submitted to Cabinet for approval through the Department of Human Resources.

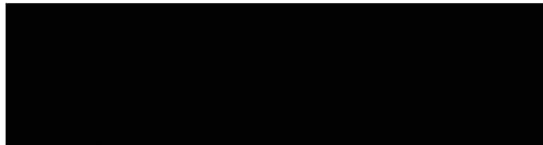
In light of the above policy, the following statement expounds:

"While as a Public Service we encourage and promote exceptional performance and going the 'extra mile' the reward for this does not have to be financial. In light of the operational costs of the Public Service, Managers are asked to use our current "time off in lieu" for overtime hours worked or consider other ways to reward exceptional performance. This decision still allows for acting appointments but discourages the usage of monetary rewards, while encouraging other rewards, for those going beyond the call of duty."

Please note that all acting appointment requests must be approved prior to the commencement of the acting date of the assignment or payments will not be made for the acting period.

Should you have any additional questions or concerns, please contact the Department of Human Resources at ext. 2178 for further assistance.

These Cabinet decisions along with others identified to cut costs and manage the growth of the Public Service promote a Public Service culture of "enhanced productivity and accountability."



David Archer  
Director of Human Resources



**DEPARTMENT OF HUMAN RESOURCES**  
**GOVERNMENT OF THE VIRGIN ISLANDS**  
**TORTOLA**  
***British Virgin Islands***

**HUMAN RESOURCES CIRCULAR NO. 5 OF 2012**

**FROM:** Ag. Director, Human Resources

**TO:** Permanent Secretaries  
Heads of Department

**pc:** Governor  
Deputy Governor

**DATE:** 4<sup>th</sup> April, 2012

**Re: Update: External Hiring within the Public Service**

This circular addresses Cabinet's decision regarding external hiring within the Public Service. In a previous communication, you were informed of Cabinet's decision to suspend external hiring and that exceptional cases would be considered by Cabinet.

Recently, Cabinet amended its decision regarding the external hiring process, which now states that,

"Cabinet in light of the outcome of the consultation process (the subject of Information Paper 015/2010) agreed finally to the following measures to control public sector costs: (a) (viii) suspend external hiring. Exceptional cases to be considered by the Governor"

As a result of Cabinet's decision, and in consultation with the Governor and Deputy Governor, amendments have been made to the process previously outlined. The revised external hiring process is presented below.

**REVISED EXTERNAL HIRING PROCESS**

1. Permanent Secretaries/Heads of Department will be required to:
  - a. Analyse vacancies prior to making requests for advertisement by completing the *Job Advertisement Request Form*. Full details of this are provided in the section *Guidelines for the Analysis of Vacancies*.
  - b. Following analysis, formal requests for advertisement should be made to the Department of Human Resources, if (i) it is determined that advertisement is justified, (ii) the position is critical and (iii) all funds associated with the request are available. The completed form and a copy of job description should be submitted.
2. The Department of Human Resources will:
  - a. Assess requests based on the information provided by the Permanent Secretary/Head of Department.
  - b. Make recommendations for the approval of the requests to:
    - i. The Deputy Governor, who will make a final decision on the advertisement of positions below Head of Department level.
    - ii. The Governor, who will make a final decision on the advertisement of positions at the Permanent Secretary, Head of Department and very senior level positions.



[2]

### **GUIDELINES FOR ANALYSIS OF VACANCIES**

As indicated above, you are required to analyse vacant positions prior to submitting requests for advertisement by completing the *Job Advertisement Request Form* (which is available on our HR website, [www.hr.gov.vg](http://www.hr.gov.vg), within the section *Forms and Publications*).

This form is intended to determine whether there is adequate justification for the filling of a vacant post and to assess the criticality of the post. This is not only necessary for providing a rationale for the request but it also lends itself to the consideration of alternative measures to handling vacancies. It provides an overall assessment of the vacancy showing the steps that were taken to manage the vacancy prior to requests being submitted. For instance:

- Reassigning the duties to other staff;
- Outsourcing the work if it would reduce costs and not degrade quality or productivity;
- Replacing the position with a part-time employee;
- Delaying filling the position;
- Sharing human resources from other departments;
- Streamlining current work procedures or processes that would eliminate or reduce some unnecessary duties.

It is anticipated that this revised external hiring process will ensure greater accountability and allow for more informed decisions to be made regarding the approval of external advertisements. Further, it encourages departments to better utilize current human resources and identify solutions to execute the functions of their organizations. Ultimately, this revised process has the potential to facilitate internal employee development and succession planning.

Your continued support is greatly appreciated as we continue to strive to cut costs and better manage the growth of the Public Service. Should you have any questions or concerns, please contact me directly at ext [REDACTED] or [REDACTED] or email me at [REDACTED] for further assistance.

Sincerely,

[REDACTED]

Michelle Donovan Stevens  
Ag. Director of Human Resources

/Attachment

1. Job Advertisement Request Form

MDS/ac



## JOB ADVERTISEMENT REQUEST FORM

GENERAL INFORMATION					
Position Title:		Grade:		Established: <input type="checkbox"/> Non Established: <input type="checkbox"/>	
Ministry:			Department:		
How was the vacancy created?			How long has the position been vacant?		
INDICATE WHETHER YOU HAVE CONSIDERED THE FOLLOWING:					
<input type="checkbox"/>	Delay filling the post	<input type="checkbox"/>	Outsourcing the duties of the position if it would reduce costs and not degrade quality or productivity		
<input type="checkbox"/>	Reassigning the essential duties to other staff	<input type="checkbox"/>	Sharing resources from other departments		
<input type="checkbox"/>	Replace the position with a part-time employee and reallocate funds	<input type="checkbox"/>	The relevancy of the duties of the position		
<input type="checkbox"/>	Streamlining current work procedures or processes that would reduce or eliminate some unnecessary duties	<input type="checkbox"/>	Advertising the position internally	If previously, advertised indicate the Vacancy Notice # or date.	Vacancy Notice
			What were the results of the previous advertisement?		
Describe the primary purpose of this position and its support to achieving the Ministry/Department objectives:					
IMPACTS					
What would be the impact on your Ministry/Department if the position were not filled?					
MINISTERIAL RECOMMENDATIONS					
The Permanent Secretary must indicate his/her recommendation and provide justification for the decision indicated.					
<input type="checkbox"/>	Leave position vacant	<input type="checkbox"/>	Advertise the position internally		
<input type="checkbox"/>	Delay filling the position until _____	<input type="checkbox"/>	Share resources from another department		
<input type="checkbox"/>	Eliminate the position	<input type="checkbox"/>	Advertise the position externally		
Justification:					
THIS REQUEST IS SUBMITTED WITH THE UNDERSTANDING THAT THE POSITION IS CRITICAL AND ALL FUNDS ASSOCIATED WITH THE REQUEST ARE AVAILABLE.					
HEAD OF DEPARTMENT'S SIGNATURE: _____			DATE: _____		
PERMANENT SECRETARY'S SIGNATURE: _____			DATE: _____		
ATTACH THIS FORM TO THE JOB DESCRIPTION USED FOR ADVERTISING THE POSITION.					



**DEPARTMENT OF HUMAN RESOURCES**  
**GOVERNMENT OF THE VIRGIN ISLANDS**  
**TORTOLA**  
**British Virgin Islands**

**HUMAN RESOURCES CIRCULAR NO. 06 of 2012**

**FROM :** Director of Human Resources

**TO:** Financial Secretary  
Permanent Secretaries  
Heads of Department

**PC:** Acting Governor

**DATE:** 04 May 2012

**REF:** Cessation of Hiring Freeze

I am directed by the Acting Governor to notify you that Cabinet has lifted the hiring freeze from the Public Service which was agreed by Cabinet in 2010 as a measure to control the growth of the Public Service.

Therefore, Human Resources Circular No 05 of 2012 is retracted. As such, all normal procedures for hiring in the Public Service have been reinstated.

If there are any questions or clarification needed please let me know.

Sincerely,

Ag. Director of Human Resources

**Ministry of Finance and Human Resources Circular No. 01/2012**

From: Financial Secretary  
Director of Human Resources (Ag.)

To: All Public Officers

Date: 09 January 2012

Ref: 2012 Expenditure Cuts

We are all very much aware of the fiscal constraints with which the Government of the Virgin Islands has been faced with in the past few years and on the Government's commitment to ensure that we are able to treat this reality in a manner that is responsible and sustainable.

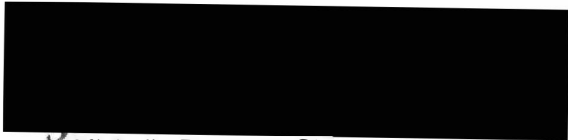
Pursuant to this, the Cabinet has made the decision to reduce performance increments by 50% in the 2012 fiscal year. Additionally they have also decided that the operating expenses of ministries and departments will be reduced by 7% in this same year. These savings will enable resources to be directed towards strengthening our now tenuous fiscal position.

Cabinet has also reaffirmed its commitment to ensure that public officers continue to be employed during this period of fiscal stress.

As such, Public officers are expected to be evermore financially prudent and committed to continuous improvement in the delivery of services.



Neil Smith  
Financial Secretary



Michelle Donovan Stevens  
Director of Human Resources (Ag)

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**DATE:** 9<sup>th</sup> October, 2017

M.P.: FIN/PI/002

**CABINET PAPER**

**No. 253/2017**

**Public Service Cost Saving Measures**

**Memorandum by the Minister of Finance**

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**DECISION SOUGHT**

Cabinet is invited to:

- (a) review the proposed cost saving measures outlined below and agree to the implementation of such measures in a phased manner;
- (b) review the scenarios for adjusting employee salaries and allowances to realise savings on employee compensation, and agree on a preferred scenario; and
- (c) decide that the scenario for salaries, as well as the allowances adjustment will be effected going forward from the 31<sup>st</sup> October, 2017 payroll.

**BACKGROUND INFORMATION**

As a result of the passage of Hurricanes Irma and Maria in September 2017, the Government of the Virgin Islands is in the process of prioritising expenditure and finding reasonable ways to curtail recurrent expenditure while not negatively impacting the economic recovery process. The Ministry of Finance, in conjunction with the Deputy Governor, has come up with the following cost saving measures which Members are being asked to consider:

2. The below measures outlined are to be implemented with immediate effect:

- (i) adjustments to public officers allowances (**see appendix A**);
- (ii) proposed formulas for temporary pay cuts (**see Appendix B**);
- (iii) restriction on new hiring focused on critical roles/skills related to the recovery;
- (iv) establishment of partnerships with the Labour Department and private sector to integrate public officers into private sector roles to encourage continuity and stability in both sectors of employment and businesses;
- (v) reduction of consultancies and other contracts;
- (vi) reducing the number of public officers via early retirement, accepting resignations etc.;
- (vii) pausing/suspending the new retirement age legislation and advancing the retirement of officers who are in good standing and who are scheduled to retire in accordance with the pension law and have served at least twenty (20) years;
- (viii) reducing the number of hours worked;
- (ix) allowing the existing "use it or lose it" policy to work;

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- (x) discontinuing of the overtime policy; and
- (xi) reviewing public officers that have been granted Special Interest approval to carry out activities within the Territory and selecting them to be counseled and trained to develop small businesses (about twenty-five (25) percent of public officers).

3. In the Medium Term - the introduction of a Contributory Pension Plan.

4. Given that Employee Compensation is by far the largest recurrent expenditure item, it is prudent that an examination of salaries and allowances takes place with an eye to effecting reasonable savings. In Fiscal Year (FY) 2016, Employee Compensation comprised approximately 39.4 percent of total recurrent expenditure, amounting to over \$118M. For FY 2017, Employee Compensation is forecasted to reach some \$124.9M absent any policy action, with annual salaries at \$117.7M, and allowances at \$7.17M.

5. **Table 1** outlines two (2) scenarios for reducing salaries in the short-term, and presents the annual, monthly and bi-weekly savings that would be realised from each reduction scenario. The threshold presented is the value of an employee's salary that would not be reduced. Earnings above this threshold would be reduced by the reduction percentages presented in **Table 1**. The value of twenty-five thousand dollars (\$25,000) for the threshold has been chosen, as this figure approximates the value of average annual earnings in the Territory based on the latest available Social Security data. The Salaries Scenarios are also presented in more detail in **Appendix I**.

**Table 1: Salaries Scenarios**

	Threshold	% Reduction after Threshold			Annual Savings	Monthly Savings	Biweekly Savings	Savings as % of Salaries
		To 50K	From 50K to 75K	Above 75K				
Scenario 1	\$25,000	25%	30%	40%	\$29.71M	\$2.47M	\$1.24M	25.2%
Scenario 2	\$25,000	25%	35%	35%	\$29.86M	\$2.48M	\$1.24M	25.4%

6. **Table 2** below presents the resulting salaries for several actual example salaries, where the various scenarios are enacted:

**Table 2: Revised Salaries**

	\$27,500	\$33,652	\$46,437	\$67,011	\$88,929
Scenario 1	\$26,875	\$31,489	\$41,078	\$55,658	\$69,608
Scenario 2	\$26,875	\$31,489	\$41,078	\$54,807	\$69,054

7. Alongside salaries, allowances also comprise part of Employee Compensation. In examining how allowances can be reduced to realise savings, a blunt approach of reducing allowances by fifty (50) percent for example, would leave Entertainment allowances being reduced by the same percentage as the Hazardous allowance. Rather, an examination of each Allowance paid allows for a more nuanced approach, while still realising savings. The approach taken in **Appendix II** realises savings of \$2.04M annually, or thirty-two (32) percent of total allowances. These savings translate to approximately one hundred and seventy thousand, one hundred and fifty-four dollars (\$170,154) monthly, and where enacted for the 31<sup>st</sup> October, 2017 payroll, would result in savings of four hundred and twenty-five thousand, three hundred and eighty-six dollars (\$425,386) to the end of 2017.

8. Where a Salary Scenario is combined with the proposed reduction in Allowances, this would result in savings ranging from \$31.75M to \$31.90M annually, or 25.40 percent to 25.50 percent of Employee Compensation annually.

### **CROSS-MINISTRY CO-ORDINATION**

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9. The cost savings measures outlined in this paper have the support of the Deputy Governor's Office which will develop the necessary policies to support the scenarios put forward in this paper. This would lead to a more holistic approach for the future of the Public Service.

**LEGAL IMPLICATIONS**

10. The Attorney General's comments are attached as **Appendix III**.

**FINANCIAL IMPLICATIONS**

11. The proposed temporary cut in existing salaries would yield savings ranging from \$31.75M to \$31.90M annually, or 25.40 percent to 25.50 percent of Employee Compensation. The two and a half months' savings would range from \$6.60M to \$6.63M to the end of 2017 (half October, November and December). This fiscal policy can be described as pro-cyclical (austerity measures during an economic downturn), and the socio-economic impact of such a decision must be carefully considered, thus Members should be cautioned that this decision may result in further economic decline.

**CONCLUSION**

12. Members are asked to consider and concur with the decision sought.

**Dr. D. Orlando Smith, OBE**  
**Minister of Finance**

**Appendix I** - Salary Scenarios  
**Appendix II** - Allowances Savings  
**Appendix III** - Attorney General's comments

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**DATE:** 28<sup>th</sup> May, 2018

**M.P.:** HRD-G2/1/1/2018/1

**CABINET PAPER**

**No. 146/2018**

**Human Resources Recruitment Strategy**

**Memorandum by the Governor**

**DECISION SOUGHT**

Cabinet is invited to:

- (a) decide to cease non-essential external hiring;
- (b) agree to advertise technical and highly difficult to fill positions, both internally and externally (concurrently), in order to fill those positions in a more efficient manner;
- (c) decide to maintain Cabinet's decision to treat scholarship students as internal candidates (where there are no viable internal candidates readily available); and
- (d) decide that essential cases of external hiring be considered by the Governor in accordance with section 92 of The Virgin Islands Constitution Order, 2007.

**BACKGROUND INFORMATION**

Following the 2017 extreme weather events that adversely impacted the Territory and the Public Service, Cabinet agreed to a strategic direction for an improved public service. To bolster the multi-dimensional approach to the revision of government services and operations, a Human Resources Transformation Strategy is being developed to primarily address reskilling, redeployment and recruitment in the Public Service. This Cabinet paper seeks to obtain approval of the outlined HR Recruitment Strategy in the decision sought.

2. In March 2010, a paper was presented to Cabinet entitled "Growth in the Public Service". The paper proposed several strategies for managing the growth and reducing costs within the Public Service. The need for the paper was precipitated by the rise in expenditure, such as personal emoluments and the cost of pensions. It was recognised that controlling the growth, size and operating costs of the Public Service was of critical importance and, if not addressed, could result in the inability of Government to develop the public infrastructure of the Territory, pay operational expenses and, eventually, pay its employees. During the hiring freeze, there was stability in the cost of personal emoluments; however, the freeze was lifted in 2012 and employment cost inclined. In 2017, Cabinet considered the Cabinet Paper Memo No. 206/2016 entitled "Re-introduction of the External Hiring Freeze" which was followed by a subsequent Cabinet Information Paper, entitled Public Sector Reform: Cost of Public Service 2009-2016. The cost of the Public Service remains critical following the impact of the hurricanes on the Territory's economy. It is therefore recommended that voluntary measures are taken to cease non-essential hiring in the Service and to stabilise employment costs to redirect savings to the areas of highest priority and to avoid payless paydays.

3. Cabinet is invited to note that in 2010 and 2011, during the period of the hiring freeze, employee compensation began to decrease and stabilise. *Figure 1* presents the costs of employee compensation for the period prior to the hiring freeze (2009), and during the hiring freeze (2010-2011). There was a decrease of thirteen (13) per cent or fifteen million, seven hundred and twenty-nine thousand, one hundred and eighty-two dollars and twenty cents (\$15,729,182.20) in overall employee compensation between 2009 and 2010, once the hiring freeze was implemented. The difference in employee compensation during the freeze (2010 and 2011) was seven hundred



and thirty-nine thousand, five hundred and twenty-five dollars and thirty cents (\$739,525.30), which represents a 0.71 per cent decrease between 2010 and 2011.

**Figure 1: Employee Compensation 2009 to 2011**

Ministries	2009	2010	2011
Constitutionally Established Bodies	\$ 3,027,903.00	\$ 3,198,459.00	\$ 3,277,628.00
Governor's Group	\$ 22,824,678.00	\$ 22,189,192.00	\$ 22,124,794.00
Premier's Office	\$ 7,818,057.00	\$ 7,869,684.00	\$ 7,650,852.00
Ministry of Finance	\$ 12,084,456.00	\$ 12,463,200.00	\$ 12,183,576.00
Ministry of Natural Resources & Labour	\$ 7,051,736.00	\$ 7,379,084.00	\$ 7,432,372.00
Ministry of Education & Culture	\$ 24,566,116.00	\$ 24,742,255.00	\$ 24,559,853.00
Ministry of Health & Social Development	\$ 25,257,221.00	\$ 8,408,426.00	\$ 8,440,796.00
Ministry of Communication & Works	\$ 14,024,485.00	\$ 14,417,135.00	\$ 14,466,095.00
Gratuities	\$ 3,168,449.10	\$ 3,426,483.90	\$ 3,218,427.60
<b>Total</b>	<b>\$ 119,823,101.10</b>	<b>\$ 104,093,918.90</b>	<b>\$ 103,354,393.60</b>

*\*Un-Audited data in Figure 1 sourced from the Ministry of Finance/JDE*

4. As reflected in the data in *Figure 1* the temporary external hiring freeze was a measure which curbed the cost of personnel emoluments. The freeze on external hiring was a valuable approach to sustain the Public Service. Below *Figure 2 – Employee Compensation 2012 to 2017* provides the actual employment cost and 2018 estimates. The figures reflect a nearly consistent increase in emoluments, with a rise in 2015 when two (2) years of outstanding performance increments were paid. The subsequent year, 2016 had a marginal decrease by 1.6 per cent. The increase of emoluments from 2012 to 2018, less the mentioned variances, averages a cumulative increase of 16.9 per cent for the stated period. The data is evidence that it is time to take a pause on recruitment to better manage the cost of the Service by the cessation of non-essential hiring and better utilisation of existing talent.

**Figure 2: Employee Compensation 2012 to 2018\***  
(Actual Costs, 2018 estimate)

	2012**	2013**	2014	2015**	2016 ✦	2017 ✦	2018 ✦
DESCRIPTION		ACTUAL	Actual	Actual	Actual	Actual	BUDGET
Constitutionally Est. Bodies	3,533,917.00	4,144,937	4,111,445	4,281,269	4,263,010	4,228,436	4,408,467
Governor's Group	22,369,145.00	23,676,880	23,430,714	25,057,495	24,719,541	25,245,675	26,954,166
Premier's Office	7,091,068.00	7,728,444	8,011,315	9,015,644	9,329,489	9,732,916	9,093,579
Finance	12,904,907.00	13,002,994	13,324,000	13,962,228	13,874,449	14,480,952	15,850,297
Natural Resources and Labor	7,286,494.00	7,540,326	7,193,146	7,464,232	7,065,646	7,170,327	6,909,022
Education and Culture	25,195,957.00	27,916,010	27,695,559	29,073,797	29,384,489	29,954,489	29,276,662
Health and Social Development	8,342,151.00	9,546,728	9,723,997	10,165,250	10,173,644	9,892,958	10,163,054
Communications and Works	14,747,619.00	15,893,115	15,263,560	15,851,359	14,909,571	15,160,063	14,754,758
Pensions and Gratuities	3,428,018.00	4,845,243	4,536,814	5,299,694	4,536,936	3,777,128	5,226,314
<b>Totals</b>	<b>104,899,276.00</b>	<b>114,294,677</b>	<b>113,290,550</b>	<b>120,170,968</b>	<b>118,256,775</b>	<b>119,642,944</b>	<b>122,636,319</b>

*\*Un-Audited data in Figure 2 sourced from the Ministry of Finance*

*\*\* In 2012 FY increments and salary arrears paid to officers and employees at 50% for 2011 performance year; 2013 increments paid at 100% for 2012 performance year; 2015 FY 2013 and 2014 performance increments paid.*

*✦ No further authorisation for performance increments*

**Employee Statistics Pre and Post Hurricanes**

5. The current employment trends of the Public Service continue to be monitored pre and post the calamitous hurricanes. The following statistics are based on employment numbers and associated costs for the period July 2017 to April 2018 in *Figure 3*. The periods July 2017 to April 2018 reveal an 8.8 per cent reduction in emoluments. The decrease in the number of officers is due to natural attrition, retirement, end of appointments, terminations and a minuscule number of leave of absences.

*Figure 3. Employee Statistics Pre and Post Hurricane\**

Payroll Type	July, 2017		August, 2017		September, 2017		October, 2017		November, 2017		December, 2017	
	Current Amount	No.#	Current Amount	No.#	Current Amount	No.#	Current Amount	No	Current Amount	No. #	Current Amount	No. #
Mid-Month	\$ 4,249,865.35	2,776	\$ 4,181,543.25	2,750	\$ 4,221,065.62	2,753	\$ 4,163,070.83	2,689	\$ 4,046,612.53	2,629	\$ 4,149,720.75	2,648
Month End	\$ 4,237,526.88	2,757	\$ 4,221,065.62	2,753	\$ 4,062,876.23	2,652	\$ 4,062,250.53	2,666	\$ 4,033,986.16	2,629	\$ 4,078,611.24	2,640
Monthly	\$ 209,995.91	155	\$ 156,059.76	94	\$ 113,323.55	43	\$ 116,866.28	22	\$ 112,033.39	19	\$ 101,580.52	28
<b>Total</b>	<b>\$ 8,697,388.14</b>	<b>2,922</b>	<b>\$ 8,558,668.63</b>	<b>2,846</b>	<b>\$ 8,397,265.40</b>	<b>2,746</b>	<b>\$ 8,342,187.64</b>	<b>2,700</b>	<b>\$ 8,192,632.08</b>	<b>2,648</b>	<b>\$ 8,329,912.51</b>	<b>2,672</b>

Payroll Type	January, 2018		February, 2018		March, 2018		April, 2018	
	Current Amount	No. #	Current Amount	No. #	Current Amount	No#	Current Amount	No. #
Mid-Month	\$ 3,971,160.68	2,606	\$ 3,989,913.80	2,596	\$ 3,938,815.04	2,587	\$ 3,898,348.12	2,561
Month End	\$ 3,992,314.19	2,607	\$ 3,980,592.59	2,595	\$ 3,917,106.49	2,571	\$ 3,930,912.47	2,555
Monthly	\$ 94,232.40	34	\$ 104,201.95	27	\$ 140,130.63	32	\$ 99,985.67	49
<b>Total</b>	<b>\$ 8,057,707.27</b>	<b>2,641</b>	<b>\$ 8,074,708.34</b>	<b>2,623</b>	<b>\$ 7,996,052.16</b>	<b>2,611</b>	<b>\$ 7,929,246.26</b>	<b>2,607</b>

*HR data sourced from JDE payroll data for the period cited*

**In-Service Retirement Trends**

6. The following retirement trends in *Figure 4* are specifically for public officers for the period 2009 to 2016 and indicate an annual increase to the number of existing pensioners and the budget estimates. Each year, the cost of officers' transition to pensioners and the associated pension and gratuity pay-outs are not fully met in the budget estimates. The mounting pension cost is credited to the non-contributory pension liability and the increasing number of officers who become eligible to retire in accordance with the pension law and the Retirement Age Act.

*Figure 4- In-Service Retirement Trends*

PUBLIC SERVICE RETIREE SUMMARY 2009 – 2017*			
Year	No. of Persons Retired*	Amt. of Pension Increase	Gratuity Paid
2009	49	\$ 525,715	\$ 2,389,397
2010	51	\$ 746,100	\$ 3,034,505
2011	42	\$ 601,990	\$ 2,665,535
2012	54	\$ 621,347	\$ 2,740,131
2013	63	\$ 885,056	\$ 4,038,373
2014	63	\$ 706,005	\$ 3,490,650
2015	80	\$ 782,757	\$ 4,713,649
2016	58	\$ 789,127	\$ 3,337,117
2017	76	\$ 946,855	\$ 4,028,273
<b>Totals</b>	<b>536</b>	<b>\$ 6,604,952</b>	<b>\$ 30,437,630</b>

\*New pensioners added to existing pension roll

Actual Figures Revised- based on effective retirement dates

Data sourced from Officers retired and processed through the Department of Human Resources, Audit & Treasury (15-May-18)

### Social Contributions Trends

7. Figure 5 offers the running cost of social contributions on behalf of employees between 2009 and 2018 which consist of payroll, social security and health insurance cost.

Figure 5- Social Contributions 2009 to 2018

Benefits	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009
	Budget	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
Social Security Contribution	3,242,630	3,462,528	3,460,456	3,446,625	3,273,192	3,214,418	3,090,466.79	2,992,909.59	2,991,559.74	2,948,256.52
Payroll Tax	4,584,531	4,446,140	4,779,476	4,454,049	4,147,573	4,255,491	895,061.84	957,306.62	1,098,274.37	1,277,153.33
Health Insurance	4,720,110	4,427,017	3,750,422	3,467,139	3,476,650	3,567,419	3,576,225.31	3,332,752.07	2,414,727.55	2,365,726.81
Total Social Contribution	12,547,271	12,335,685	11,990,354	11,367,813	10,897,415	11,037,328	7,561,753.94	7,282,968.28	6,504,561.66	6,591,136.66

8. The consistent increase in the size of the Public Service significantly impacts the overall personnel related costs, which include personal emoluments, wages, allowances, health insurance, social security, payroll tax contributions and overtime. These combined factors amount to approximately 40.25 per cent of the Territory's recurrent expenditure<sup>1</sup>.

### Management of Human Resources Recruitment Strategy

9. Based on the data presented in the preceding paragraphs, Cabinet is therefore asked to agree to cease non-essential external hiring. During this time, Accounting Officers would be expected, where possible, to strictly deploy various measures to control the growth of the Service, such as internal advertisements, job merging, job sharing and overall sharing of resources. This coincides with the expected outcome of the sub-strategy, *Redesign of the Public Service*, which is part of the strategic direction for an improved Public Service. Exceptional cases of external recruitment will be presented to the Governor for a decision in accordance to section 92 of The Virgin Islands Constitution Order 2007.

10. Considering the investment made in the National Scholarship Programme, it is recommended that upon successful completion of studies, national scholars may be considered for critical internal positions where there may not be any viable and/or suitable internal candidates available.

### CROSS-MINISTRY COORDINATION

11. The Deputy Governor's Office fully supports the HR Recruitment Strategy to reduce the escalating costs of personal emoluments. This subject has been discussed with Senior Managers, who represent the various Ministries, and it is understood and agreed that such austerity measures should be taken to address the significant implications of increased emoluments.

### LEGAL IMPLICATIONS

12. The Attorney General previously advised on this matter and there were no legal implications.

### FINANCIAL IMPLICATIONS

13. The Financial Secretary previously offered his comments in support of these cost saving efforts.

Provided by the MoF. Based on the Chart of Accounts, social benefits include social assistance benefits and employer social benefits.

**CONCLUSION**

14. Members are asked to consider and concur with the decision sought.

**Augustus J. U. Jaspert**  
**Governor**

## **BVI teleconference 28/10/10**

Participants: Boyd McCleary, Governor BVIG, Neil Smith (Financial Secretary BVIG), Andy Paterson (Economists team OTD), Sarah Latham, (BVI Desk Officer, OTD), Naomi Jefferies (Economists team OTD).

### **Areas of discussion**

#### **Current Borrowing Guidelines**

NJ outlined the aims and objectives of the revisions promised by Minister Bellingham at his meeting with Ralph O'Neal in June, including recognising where the current guidelines need improvement, such as inclusion of PFI, milestones on the road to fiscal sustainability and implementing best practice from other OT's, such as Cayman Islands, where the borrowing guidelines have been included in local legislation. NS noted that this would be an important element in promoting a medium and long term fiscal and economic strategy in BVI. The Premier has made statements to the house intimating that the borrowing guidelines will be relaxed as a result of the review. This means that although he is unlikely to reject the current proposals out of hand, there are challenging political circumstances to be taken into account, especially with elections due within 9 months. Positive elements of the revised guidelines include pushing for strong fiscal discipline, which the Premier will be able to use as part of the upcoming election campaign. BM has spoken to the Premier about the need to increase reserves to a more sustainable level.

The Premier is aware of issues around the Bewater contract- is expecting Colin to respond to his (June?) letter. The Premier is aware that the proposed contract for gasification will need FCO approval because it would count as debt under the borrowing guidelines. There have been no independent accounting decisions on either of the contracts. NS pointed out that both contracts would be liabilities on government accounts.

#### **Action:**

- **Colin to reply and to ask if the Bewater contract will be scored as debt in the public accounts and to outline the issue of government liability**
- **BM to speak to Clyde Letssome about the gasification project and progress**

#### **Reserves**

NJ and AP reiterated the importance of increasing reserves that are unencumbered- these reserves cannot be scored against a budget line, even if the proposed project has not been started. Reserves are needed in the event of an unexpected fall in revenues and to enable BVI to get through tough economic times. There was general agreement on the need for there to be less of a short-term focus and of the importance of medium term planning and for a consistent message to be given to Cabinet on this. BM reported that Cabinet had discussed putting 1% of revenues into the reserve in 2011; although a final decision has not yet been made.

#### **Macro Fiscal Unit (MFU)**

NS noted that having this unit in the Ministry of Finance is essential to ensure the development of a medium term roadmap towards fiscal sustainability. The aims of the MFU would be to give an economic assessment of the current situation, economic trends in recent years, targets for the future and a strategy in order to meet these targets. It needs suitably skilled people working in the unit full time; there are 2 people (with the right skills) from the development planning unit that the Premier's office is willing to make available in order to start up the MFU. The medium term plan would be for 5-15 years and would require continual modification. The MFU would provide technical advice to assist the Fiscal Advisory Committee in its decision making.

NJ and AP responded that overall the unit seemed like a good idea; there was concern about whether a lack of political buy-in would decrease the efficacy of the unit. NS stated that even without immediate political buy-in, when the executive needs a fallback plan to ensure fiscal sustainability, the MFU would have already done the work necessary to produce this. As NS recommended, it was agreed that the review and update of the borrowing guidelines should tie- in with promoting a medium term strategy.

NS suggested that economic technical assistance as a 2-3 year placement to head up the MFU would be helpful and the BVI should be able to fund such a position. NJ and AP agreed to look around for an appropriate person for this position, once ToRs were received from BVI.

**Action:**

- **NS to send over Terms of Reference for an economist to potentially head up the MFU**

Data

There are numerous difficulties in getting appropriate data in a useful format from the government departments, this makes it difficult for the statistics and economics unit to undertake appropriate analysis and make recommendations. There is a need for political will to tackle this issue.

**Action:**

- **NS to send over a paper setting out the issues that need to be dealt with**
- **FCO to respond with recommendations and advice**

Financial Reform

Issues raised by NS include the difficulty to determine true liabilities and revenues and to assess whether the systems are inadequate, or whether they are just not used properly. There is also uncertainty over assets and liabilities, as well as a current lack of clarity over the cost and value for money of the services currently being delivered.

**Action:**

- **Financial Reform to be included on the agenda for the meeting on the 15<sup>th</sup> November**

- **FCO London to put together some thoughts and recommendations on Financial Reform and send to BVI**

#### Budget

NS and BM reported an accelerated process on the Budget. The first Budget speech will be made on 5<sup>th</sup> November, with the aim of approving the Budget by the end of 2010. The Draft Budget has been revised considerably since the version previously seen by the FCO; after modifications to show an increase in revenues from financial services, the surplus is expected to equal US\$ 24m. Within BVIG, there are also ongoing discussions on increasing fees and other options for revenue generation, with the aim of raising an additional US\$10-15m per annum. Statutory bodies are to be put on notice that they will need to be self sustaining. Personal emoluments are 46% of the total Budget; the Premier is not willing to cut this. Recent increases in personnel costs result from making non established employees permanent (with particular impacts on increasing BVIG contributions to employee pension funds). There is currently a freeze on external recruitment, so any increases in costs are due to performance and seniority. There should be a slowing in the rate of increase of personnel costs. Cabinet are aware of the need to maximise amount of funding going into pension funds and the reserve. However, recent flood damage means there will need to be spending on Infrastructure.

#### **Action:**

- **NS to send BM most recent draft of the Budget (pdf and excel)**
- **FCO London to brief Minister Bellingham on political messages relating to the Budget for OTCC meetings.**

2<sup>nd</sup> May, 2019

Ref. No.: FIN/F1/31  
FIN/E1/244

**MINISTRY OF FINANCE CIRCULAR NO. 1 OF 2019**

To: All Accounting Officers

**FOR INFORMATION**

His Excellency, The Governor  
Hon. Premier and Minister of Finance  
Hon. Minister for Natural Resources, Labour, and  
Immigration  
Hon. Minister for Health and Social Development  
Hon. Deputy Premier and Minister for Education,  
Culture, Youth Affairs, Fisheries and Agriculture  
Hon. Minister for Transportation, Works &  
Utilities

**2019 Budget Estimates - Vacant Posts**

The Purpose of this circular is to inform Accounting Officers of the new procedures for the filling of vacant posts effective immediately.

All funding in relation to vacant posts will be "Reserved." If an Accounting Officer wishes to commence the hiring process in relation to vacant posts, written approval for funding or dereservation of approved funding should be sought from the Minister of Finance via the Department of Human Resources and the Ministry of Finance. This request should include proper justification and proof of funding.

Failure to seek approval in writing to dereserve funding for the vacancies will result in Department of Human Resources denying the request.

The Ministry of Finance and the Department of Human Resources will be providing further guidance via a joint circular to ensure a smooth transition to the new process.

Yours sincerely,



cc: Deputy Governor  
Director of Human Resources

/tt



## gestión pública

# **T**he British Virgin Islands national integrated development strategy

Otto O'Neal



NACIONES UNIDAS



Latin American and Caribbean Institute for Economic  
and Social Planning - ILPES.

Santiago Chile, November 2000

This document was prepared by Mr. Otto O'Neal, Head, Planning Unit, Ministry of Finance, British Virgin Islands, supervised by Edgar Ortégón, Director, Project and Investment Programming Division of ILPES, submitted to the High Level Seminar on Basic Planning Functions, held in Port of Spain, Trinidad and Tobago, on 5 and 6 October, 2000.

The views expressed in this document, which has been reproduced without formal editing, are those of the authors and do not necessarily reflect the views of the Organization.

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## Summary

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The purpose of this paper is to describe the effort of the BVI to change its approach to development planning through the formulation of a National Integrated Development Strategy (NIDS).

The paper is divided into 7 sections highlighting process, methodology, institutional arrangements and our experience in general. Section 1, Introduction and Background, describes the rationale for the NIDS and outlines the planning context including the socio-economic, environmental and spatial situations of the British Virgin Islands.

Section 2 describes the NIDS planning framework, extending the previous section and arguing that the concept did not happen overnight. This section continues with a description of the planning process, the project to develop NIDS, integrated development, the National Integrated Development Plan (NIDP) and the Operating framework of NIDS.

The third section outlines the NIDS implementation strategy, focusing on the existing institutional framework, the proposed framework and institutional reform. Section 3 highlights the critical role of political co-ordination, describes the key functions and key players and identifies their roles. This section also describes the monitoring and evaluation framework.

The fourth section of the paper discusses programmes, projects and initiatives arising out of NIDS.

Section 5 analyses NIDS in terms of its strengths and weaknesses while section 6 looks at lessons learned from the experience.

The final section of the paper deals with recommendations for future such as best practice, basic policy outlines, options for institutional organization and a strategic role for the new vision in planning.

## I. Introduction and background

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The fundamental purpose of our NIDS is to balance development across economic sectors and the geographical districts of the British Virgin Islands and to establish our country on a path of sustainable development.

The successful implementation of integrated development planning in our context meant elimination of the disparities in economic progress across districts and in the provision of supportive activities such as competitiveness and business development, human resources development and infrastructural services.

In the past there had been many isolated attempts at improving the economic, social and environmental situation of the British Virgin Islands through development planning initiatives concentrated mostly on economic planning. Although a recognizable level of success is conceded, there have been obvious shortcomings. The obvious shortcomings in this could be summarized as follows.

There has been no agreed strategic framework or clear targets and indicators against which progress could be measured. There has been a fragmentation of policy and a proliferation of initiatives that have been loosely co-ordinated, sometimes contradictory, and often distracting. A wide range of public, private and voluntary bodies, a potentially powerful partnership, has been prevented from applying the critical mass of effort and resources to achieve real and lasting change. The full resources of the community were not brought to bear on the decision-making process and our planning efforts did not directly contribute to the deepening of democracy.

There was no full partnership involvement in the preparation and implementation of our development strategy. There were no arrangements whereby the purpose and effect of relevant national policies and programmes were considered as a coherent whole and dovetailed with sectoral strategies across the British Virgin Islands. To address this situation the GBVI turned to integrated development planning and the formulation of NIDS.

The NIDS focuses on issues that are relevant to all stakeholders. However, the details are sensitive to the specific needs of individual and communities.

The basis of our National Integrated Development Strategy is to create a different kind of society in which people were the subject of their development. The passive and active social advocacy targeted the building of a society without the pitfalls of our neighbouring countries. Our desire for a different type of community grew in part out of the awareness of the benefits of a better balance between economic gains and social cohesiveness. The essence of the local advocacy effort was the building of communities around people's needs, and the integrated approach was promoted as the most viable mechanism.

Our NIDS aims to create communities where people are happy to live, work and play, where there is access to economic opportunity and benefits and a pleasant and safe environment. Implementation of the NIDS in our view would call for a strong programme of community action across all parts of BVI.

We envisaged NIDS, with its active community participation, as strengthening social cohesion, developing community networks and helping to find local solutions to local needs and issues. The NIDS would have improved the perceptions of where people live, and developed a sense of belonging and involvement. NIDS would have to improve the fabric of our communities being instrumental in breaking down barriers and encouraging social integration if all sections and cultures within the community were involved in the planning and decision making processes.

## 1.1 The Planning Context

The territory of the British Virgin Islands is an archipelago that is comprised of approximately 60 islands, rocks and cays. It is located in the northeastern Caribbean Sea, 60 miles east of Puerto Rico, at the eastern end of the Greater Antilles. The territory has total area of 153 sq. km (59 sq. miles). There are four main islands on which the majority of the population resides.

A marked physical characteristic of the topography of the territory is the presence of a large number of distinct valleys. The terrain is relatively rugged and there is a relative scarcity of flat land, most of which is located in the coastal areas. This, together with accessibility to the road network and marine areas and the development of hotel and marina activities in those areas, has influenced significantly the pattern of settlement and land use. Most of the recent physical development is along the coastal low-lying areas, where the highest concentration of population is located. The topography also accounts for the relatively high percentage of undeveloped land. On the most developed and populated island of Tortola, undeveloped land accounts for approximately 73% of the acreage, with the majority of the development in the capital – Road Town, and East End.

The BVI is a British Dependent Territory that attained the ministerial system of internal self-government in 1967. Ten years later in 1977, the territory assumed constitutional responsibility for its internal financial affairs. The BVI receives no budgetary aid from the United Kingdom (UK). There is a unicameral legislature comprising fourteen (14) members, and elections are constitutionally due every 5 years. The UK Government, through an appointed Governor, retains responsibility for external affairs, defence, international representation, law and order, and the



public service. The Governor has reserved legislative powers and normally acts on the advice of the Executive Council (the quasi-Cabinet) over which he presides formally, and which comprises the Chief Minister, the Attorney General, and three other ministers. The Governor also appoints as Chief Minister one of the elected members of the legislature.

Rapid growth apart, the age distribution of the population continues to change. There is an increasing active (working) segment swollen by substantial immigration. Relatively low return migration accounts for an unusually small proportion of the elderly, while a relatively low average fertility rate accounts for the small percentage of births. The average crude birth and death rates were 16.83 and 4.98 respectively between 1993 and 1997. While the population cannot be characterized as either “youthful” or “aged,” the age profile suggests that the percentage of the old will increase over time, such that eventually the BVI will have an increasingly older population than at present. In 1996, the “young” (< 15 years) represented 27.1% of the population, while the “active segment” (15-64 years) was 67.8% and the “old” a mere 5.2%.

Most critical is that, to date, our environmental management framework has not developed the capacity to deal effectively with all the concerns. The management function is dispersed among a number of departments including the Department of Agriculture, National Parks Trust, Conservation and Fisheries Department, and Town and Country Planning Department. The Conservation and Fisheries Department has the primary responsibility for environmental matters including environmental planning and monitoring, fisheries management, coastal zone and beach management, oil spills, and environmental education. The Department of Agriculture is responsible for soil and water conservation, reforestation, and the planning of national parks and protected areas. The Town and Country Planning Department has overall responsibility for physical development and, in this regard, requests Environmental Impact Assessments (EIAs) on major developments, but there is no mandatory or legal requirement to undertake such assessments. Other environmental programs instituted by non- governmental organizations (NGO) and special interest groups include tree planting, environmental awareness campaigns, and recycling and reusing materials. Plans are also underway to integrate the management of marine and coastal areas into the overall planning effort, consistent with integrated planning.

The legislative framework is equally diffuse. While there are several pieces of legislation on the statute books, weak implementation and enforcement are major constraints that inhibit their effectiveness. In addition, other pieces of legislation to strengthen the legislative and regulatory framework have been drafted but not enacted. Government, however, is committed to improving the way in which it manages the environment. It has established the Conservation and Fisheries Department, and is a signatory to a number of regional and international treaties and agreements pertaining to environmental management.

Therefore, while it is clear that a number of initiatives are underway to address environmental concerns, they are generally under funded and uncoordinated, and are being implemented without adequate institutional capacity and human resources capability.

Though generally similar in structure to the economies of the members of the Organization of Eastern Caribbean States (OECS) with small internal markets, extremely open to world trade, and very vulnerable, the performance of the economy of the BVI differs markedly from that of those countries. The economies of the OECS are characterized by low rates of growth and GDP per capita, high unemployment, and poverty. On the other hand, the BVI economy grew at an annual average rate of just over 6% in real terms between 1994 and 1997. This rate of growth is one of the fastest in the region, in comparison to a rate of less than 2% for the OECS. GDP per capita is estimated to have increased from \$20,815 in 1993 to \$26,875 in 1996, and is currently one of the highest in the world. There is almost full employment; labour is imported; the Human Development Index (HDI), which is a broader measure of social development than GDP, shows

that the BVI falls in the high human development average range of 0.800, and there is little evidence of poverty.

Tourism and international financial services have emerged as the major engines of growth. Together, these sectors dominate overall economic activity. They account for more than two-thirds of GDP, wages and salaries, Central Government revenue, and international trade. The international financial services industry, which largely involves offshore company registration, is the largest earner of foreign exchange. It is a major employer of professionals and medium-skilled persons. The industry provides important linkages with accounting, legal, and banking services, and provides an important service to an international clientele. Tourism is the second largest earner of foreign exchange and the single largest employer in the private sector. On the other hand, the once dominant agriculture sector accounts for less than 5% of GDP, and is now an insignificant employer of labour. In fact, the physical structure of the territory denies a comparative advantage in agriculture, while manufacturing potential is limited through high wages, limited skills, and weak infrastructure.

Fiscal operations are characterised by a pattern of steadily increasing revenue and expenditure. Between 1993 and 1997, revenue increased from \$70.3m to \$128.2m, while expenditure rose from \$56.7m to \$91.4m. As a result, there was a substantial surplus on the recurrent account that was used to finance capital expenditure and build up reserves. Over the period the overall budget surplus moved from -\$1.7m in 1993 to an estimated \$24.3m in 1997. On the recurrent account, Government has managed generally to contain expenditure on personal emoluments to less than 50% of total expenditure. This trend was reversed in 1997 when there was a significant increase of 8% that reflected public sector pay rises and a higher level of employment. This was matched by a commensurate decrease of 7% in expenditure on operations and maintenance. In fact, while recurrent expenditure has increased annual over the period from \$56.7m to \$91.4, capital expenditure did not keep pace with either growth in revenue nor recurrent expenditure. Capital expenditure rose from \$18m in 1993 to \$21.2 in 1994, but has fallen to \$13.4 in 1997.

## **2. The BVI National Integrated Development Planning Framework**

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The advent of the integrated development strategy was not merely as the result of an executive, bureaucratic or political decision. The history of our modern day development depicts a small entity with a fragile development environment, a small endowment of raw materials for manufacturing and very poor conditions for sustained food production in agriculture and fisheries. The main industries that are today responsible for our economic growth in combination with the prevailing international operating environment for developing countries contributed immensely our decision to embark upon the journey into integrated development.

Embarking on this integrated approach to development was more the continuation of a process started some two to three decades ago more by circumstances of our international development partners than by rational design. Given our adaptation of the ministerial system of government, the development of separate economic and physical planning capacities under the auspices of the UN in 1970's and the commitment of the cadre of international investors, we were placed on path to balanced development.

A number of other domestic factors were responsible for re-enforcing this sustained path to the integrated approach. The exposure of our people to standards and achievements in the developed, industrialized countries of North America and Europe

through mass media and the steady flow of tourist through our country annually all pushed decision makers to the integrated approach. Simultaneously, in the last decade or so with advent of mass tertiary education overseas in North America and Europe, educated nationals agitated and advocated for a more holistic form of development. Of course much of the social situation nationally was occasioned by the need for mass immigration as a result of sustained expanding economic development.

The process leading up to integrated development planning was an incremental one beginning the development of a planning capacity in economic and spatial planning. The establishment of major departments or agencies to address some crosscutting issues that arose in health, education and welfare followed this initial step. To address the rapid increase in population through immigration from diverse regions of the world, various new social services agencies, with strong encouragement and assistance from the international donor community, begun researching the issues and proposes measures to address them.

The sustained expansion of tourism, the growing consciousness of the domestic population and external governance interests gradually led the local political directorate to include organized environmental management as a day-to-day function of government. This step was highlighted by the establishment of a Department of Conservation and Fisheries to assist the Ministry of Natural Resources and labour with the administration of the environmental management portfolio. The action on the part of government proved to be the single most important factor signalling the inevitable move towards integrated development planning. However, the establishment of an environment management portfolio to handle related bureaucratic and legal issues contributed to the inevitable overlap between physical planning and environment management. This situation illuminated the weaknesses in the existing disaggregated approach to planning highlighting the legal and bureaucratic issues of not considering all issues simultaneously and preparing solutions to improve all areas and not compromising any particular area.

Ultimately, the process leading up to the decision to engage in integrated development was brought on by internal structural and sectoral imbalances, stimuli from the international development and local communities, the urge to manage our natural resources in light expanding economic activity, and our desire to seriously shift to sustainable development.

## **2.1 The Planning Process**

Crafting strategy is an analysis-driven exercise. Judgments/choices about what strategy to pursue should ideally be grounded in a detailed assessment of the external environment and internal situation. The strategy must match the full range of external and internal situation considerations. Failing this, the strategy is not likely to be adequate.

The critical path, therefore, begins with the situation analysis and moves on to strategic choices (or alternative strategies). Such analysis is the starting point of the exercise. It facilitates the understanding of the situation in each area/sector of analysis, identification of main issues/driving forces/critical factors, evaluation of strategic options, and definition of a chosen strategy.

The integrated planning process begins, like any planning process should, with the definition of objectives before action. Of course one could simply start before the objectives with how will the process be executed. In the case of the BVI with the development of NIDS, the implementation strategy required full participation of the stakeholders including the private sector, non-governmental organizations and special interest groups.

The research began with the formation of multi-disciplinary and cross-sectoral committees to investigate the past and current situation in 28 study areas divided into 5 broad areas. A public consultation process designed to validate the committees' findings and to add new information succeeded the preparation of sector papers outlining the basic situation. A further purpose of the consultation was to discover or confirm issues and their magnitude.

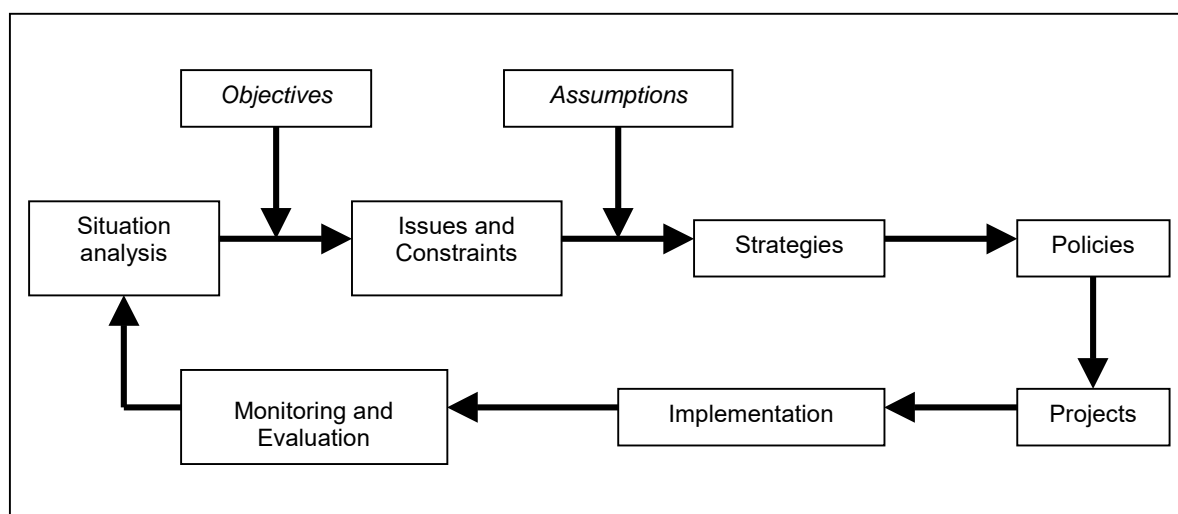
To finally confirm the issues and constraints, a two-day retreat with the key players in the research and public consultations allowed us to proceed to the development of strategies. However, before developing the strategies a number of planning assumptions were made.

The public consultation process continued leading up to the preparation of strategies and policies. Without the benefit of public consultation via media, meetings and television, another national retreat was held to develop policies and strategies.

The planning process continued with the development of performance targets and indicators to inform about the impact on the lives of the people. In other words, in order to measure the success of NIDS it was necessary to design measurement variables. Unlike most others processes in NIDS, measurement variables and indicators were designed by planning officials.

Although this process is still in progress, the identification of investment programmes and projects (to deliver the outputs) was the next step. Of course this process lead to implementation followed by monitoring and evaluation before re-commencing the cycle.

**FIGURE 1**  
**BASIC PLANNING PROCESS OF NIDS**



The basic planning process of NIDS may be represented graphically by the above.

## 2.2 The Project

The formulation of a **NIDS** has its genesis in the concern of the Government for improving the quality of life of BV islanders, and maximizing their development and welfare. It is in support of the overall goal of improvement of the quality of life and sustainable development. The NIDS comprises a territory-wide strategy for development that touches on all aspects of life in the BVI. It is the most powerful influence on the economic and social life in the BVI. The strategy clearly

recognizes this fact, and deals with it in an honest and straightforward way. The project was developed by the Government in collaboration with the **United Nations Development Programme (UNDP)/United Nations Centre for Human Settlements (UNCHS)**.

The main objectives of the project are to ensure:

- Guidelines are established within which the economic, environmental, physical, and social elements of development planning are coordinated;
- There is coordination among all agencies and institutions involved in development planning;
- There is the widest possible participation in the development process;
- The process of integrated development planning is institutionalised in the BVI;
- A capacity for integrated development planning is established; and
- A NIDP is produced.

## 2.3 Integrated Development

An integrated development strategy is one approach to development planning that is based on the notion of strategic management. It is perceived as more appropriate than the traditional “top-down” planning methodologies to cope with the challenges posed by the more prevalent dynamic and turbulent environments characterized by a high degree of uncertainty. It is consistent with the overall Sustainable Development Strategy (SDS). The elaboration of the integrated development strategy requires a number of elements, including:

- A long-term strategic view;
- An interdisciplinary and multi-sectoral approach;
- Strong overt political commitment;
- Institutional strengthening and/or administrative reforms;
- Wide stakeholder participation; and
- The establishment of practical mechanisms to facilitate continuing and meaningful interaction among the stakeholders.

The strategy is born out of a recognition that economic growth is no longer the dominant or exclusive concern and goal of planning. Development is now rightly seen as a global, multidimensional process involving all sectors of human activity, and on all factors that impact on the quality of life of the society – economic, environmental, physical/spatial, and social. The integration of all these facets of development is a necessary element of a successful development strategy today. This approach ensures the balance between growing economic activities that may tend to be dominant and relatively limited space, and other more fragile natural, social, and cultural factors that are not easily reproduced.

## 2.4 The National Integrated Development Plan

The NIDP is the main tangible output of the NIDS. It is a blueprint for the future of the BVI. It articulates a vision, sets the goals, identifies the strategies and tactics, and details the actions needed to attain the vision. The phases of strategic management (mentioned above) facilitate the development of an NIDP, with the following key sections:

- Vision;
- Situation Analysis;
- Challenges/Issues/ Constraints;

- Policies/Strategies;
- Specific measures/actions (including PSIP);
- Implementation;
- Monitoring and Evaluation; and
- Review

The foundation for the development of these components is the Integrated (Country) Situation Report, which is the pillar and fundamental building block of the NIDP. This report represents the integration of the background work that commences with the sector/issue papers and evolves into the “component” papers – economic, social, physical, and environmental, as well as those dealing with the critical demographic and international dimensions. The preparation of the situation report leads to the identification and prioritisation of the main challenges, and the subsequent formulation of alternative policies/strategies/actions to address those critical issues and areas of concern.

## 2.5 Operating Framework:

The operating framework for the preparation of the NIDS consists of two interrelated components:

- The **methodological framework**, which outlines the approach and processes or set of activities leading to the development of the strategy – the plan development process; and
- The **institutional framework**, which outlines the network of human resources necessary for the elaboration of an integrated strategy and resulting plan – the management process.

The *Methodological Framework* combines two sets of activities – “operational” and “process” activities. The former is based on well defined and largely sequential phases. The latter outlines the combination of approaches utilized to undertake the “operational” activities in each phase. For the elaboration of the NIDS, seven broad phases are identified. These are represented in a grouping of the major activities and tasks as follows:

- Conceptualisation/Planning;
- Analysis;
- Strategy Formulation;
- Approval;
- Implementation;
- Monitoring and Evaluation; and
- Review

In the first phase, conceptualisation/planning is the major activity. During this phase, a vision and broad national goals are identified, the project scope is clarified, a draft conceptual framework and methodology are developed, and outline work plan is prepared. This is followed by the analysis phase, during which basic research precedes the situation and diagnostic analyses. The result is an integrated situation report, which highlights the major challenges, sets the development agenda, and facilitates the assessment of alternative solutions – strategies, policies and actions, based on different scenarios. It is important that the situation report should integrate the four major elements – economic, environmental, physical, and social - and be complemented by analyses of the demographic situation and the relevant international developments. This leads into the stage where strategy is formulated, and broad feasible policies and actions are identified. The Public Sector Investment Plan (PSIP), as well as effective implementation and monitoring and evaluation

mechanisms, is designed. The fourth important phase in the process is its approval by the Executive Council. Next is the implementation phase, the success of which depends on the effective institutionalisation of the process, and adequate institutional capacity in terms of organization and human resources. The sixth phase ensures the success of the project through effective monitoring and evaluation. The seventh phase comprises continuous review in the light of experience and changing circumstances.

The process of the development of the NIDS is based on three main premises:

- It is participatory;
- It combines the top-down/bottom-up approach to planning; and
- It integrates.

The resulting “process” activities are as important for the development of the strategy as the “operational” activities. They are based on a networking model characterized by continuing integration and interaction. This facilitates the combination of the more holistic and participatory “top-down/bottom-up” approach, instead of the traditional centralized and compartmentalized “top-down” directive planning. This “combination” approach is typified by the involvement of the political directorate and senior officials, as well as professionals and key stakeholders, in an iterative process of recommendation and feedback.

This approach makes the NIDS an effective instrument of social dialogue.

In the development of the NIDS, integration is effected in the following three forms:

- The main elements of development planning – economic, environmental, physical, and social;
- The efforts of the local agencies involved in the development planning process; and
- The efforts of international agencies assisting with or facilitating the process.

The *Institutional Framework* defines the groups of main actors involved in the participatory mechanisms, and the institutional mechanisms that they utilize in the development of the NIDS. The groups of the main actors are:

- The Public;
- Public Service Professionals;
- Public Service Managers;
- Private Sector and other Non-Government Representatives;
- International Organizations; and
- Political Directorate.

The mechanisms through which they act and interact are:

- Workshops/Consultations;
- Working Groups/Secretariats;
- Sub-committees;
- Project Management Team;
- Strategic Change Team; and
- Executive Council.



### **3. The National Integrated Development Strategy Implementation Strategy/Approach**

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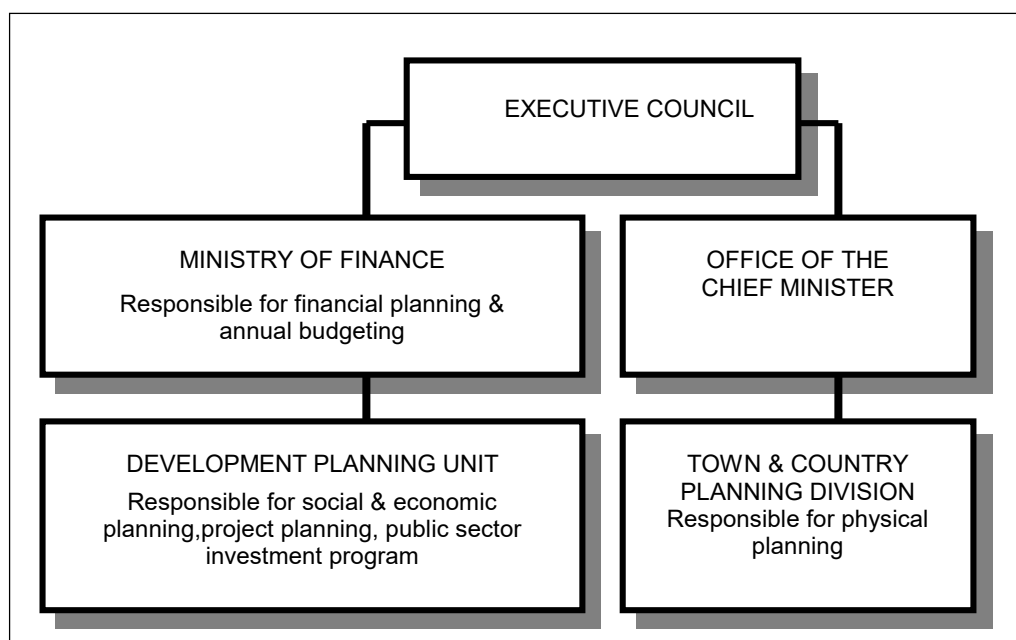
#### **3.1 Existing Capacity and Planning Implementation Mechanisms.**

The decision to engage in the planning of national management in a formal and integrated way has fundamental implications for the organizational and institutional evolution of agencies directly responsible for the preparation, implementation, monitoring, and evaluation of the plan. Planning is acknowledged as a process that does not terminate with the preparation of the plan document; necessary complements of the process are implementation, monitoring and evaluation, review, and update. Experience also tells us that a number of attempts at plans elsewhere have been thwarted because of inadequate attention to these facets of planning. It is imperative, therefore, to establish, *a priori*, mechanisms to support the work of those who toiled to produce the plan. In this section, we present a framework for effective plan implementation, monitoring, and evaluation.

## 3.2 The Existing Institutional Framework

The institutional framework for national planning in the BVI comprises formal and informal systems. Within the formal system, the overall responsibility is shared between the Office of the Chief Minister and the Ministry of Finance. The latter had direct responsibility for financial planning and annual budgets and is the reporting ministry for the Development Planning Unit that has general responsibility for national planning and the coordination thereof, and primary responsibility for economic and social planning, and project planning through the preparation and monitoring of the Public Sector Investment Program (PSIP). The Office of the Chief Minister, through the Town and Country Planning Department, has specific responsibility for physical development. This framework is depicted below in Figure 2.

**FIGURE 2**  
**EXISTING INSTITUTIONAL FRAMEWORK FOR NATIONAL PLANNING**



Sectoral planning is undertaken in line agencies, such as the Conservation and Fisheries Department and the Departments of Social Development and Agriculture.

The formal system is supported mainly by two *ad hoc* inter agency committees – the Planning and Projects Review Advisory Committee (PPRAC) and the Capital Projects Monitoring Committee (CPMC). These committees comprise a number of heads of departments, and provide direction and oversight to the project planning and implementation process. The latter is also undertaken by the relevant line agencies. For the purpose of the formulation of this plan, a Project Implementation Committee was established.

The Office of the Financial Secretary undertakes a monitoring function that consists primarily of tracking expenditure on capital projects. Evaluation, on the other hand, is largely non-existent.

### 3.3 The Political Process

The players in the political process include ministers of the Crown, political parties, non-governmental organizations, interest groups and the people in general.

The present political process employs a number of mechanisms to complete the decisions about choices for development. However though, at the centre of the political process are consultation and participation. Like the overall NIDS process, the political process is complex with various players and a multiplicity of interactions at different times all in the name of democracy.

According to political operatives the planning process starts with the representative democratic process as consultation between the elected and those who elect them. In the present BVI situation this could mean either a minister of the Crown or any elected representative. At the same level there is also the participation of interest groups, non-governmental organizations and other stakeholders in deliberations.

The present political process has a multiplicity of players and it is therefore important to have someone or a body as the final arbiter. The politicians play a significant role here managing the consultative process, arbitrating among the various interests, approving both the level and the distribution of benefits. In this connection the political process makes the investment choices, assigns benefits to various groups and individuals and assesses the outcomes on the life of BVI Islanders. The politicians in this context then are faced with coordination of a process that undoubtedly seems to sideline or marginalize the bureaucracy.

But in the BVI, the political process is further complicated by the presence of the representative of the HMG, the Governor who is chairman of the decision-making Council of Ministers.

### 3.4 The Bureaucratic Process

The present bureaucratic system for planning is characterized by the lack of a clear separation between the allocation and the administration of investment resources (budgeting) and the determination of priorities (planning). The net result of this situation is that priorities are often decided in the budget process rather than determined in a more democratic way as the outcome of a consultative process.

Arising out of our colonial relationship with HMG representative as the Minister of Finance, this position was effectively used to influence public sector management, set parameters for finance and overall development. However, with the Minister of Finance being a local official, interestingly the situation has not changed appreciably.

The planning process essentially starts at the ministry or even the departmental level with no real macro direction or clearly spelled national priorities. National priorities arose out of the sectoral objectives brought forward by ministries. In the absence of national crises and emergencies, the determination of national priorities arises out of a political process sometimes reflective of “a power against power struggle.”

In the “planning process” the Ministry of Finance plays a key role as arbitrator influencing decisions mainly through financial limitations. This situation arose given that a vacuum existed in

the development process. Planning had been a political activity since the introduction of the ministerial systems that ministers concluded that their nearness to the people and their positions as elected representatives gave them the exclusive mandate to plan.

### 3.5 The Proposed Framework

Plan implementation is a formidable responsibility, which assumes:

- Acceptance of the culture and principle of integrated planning;
- Acceptance of and participation in the approach adopted for arriving at the plan document;
- Ownership of the plan; and
- Recognition of the plan as the basic tool for defining activities.

The institutional weakness of the public sector is a significant constraint to effective plan implementation. Yet, it is one constraint that is within the power of Government to remove. Efforts will be made over the plan period, earlier rather than later, to undertake a program of institutional strengthening of the public sector, with special emphasis on the planning capability. An international consultant is hired to review and make recommendations to strengthen the public generally and specifically. This intervention has the advantage of achieving the objectives of:

- The lessening and eventual eradication of the dependence in the form of external assistance in carrying out basic government functions;
- The enhancement of the indigenous capability for national management, and for coping with the requirements of international linkages;
- Improvement to the efficiency and effectiveness of the administrative structures; and
- The introduction of modern management techniques, and the streamlining of the procedures and mechanisms for decision-making.

At the DPU, for example, greater emphasis is to be placed on the areas of manpower planning, data collection, and analysis. At the institutional level, the planning capability may be enhanced by implementing an organizational model based on the integration and expansion of the traditional planning functions undertaken by the DPU and the TPCD, and the establishment of a planning hierarchy. The integration of the major planning functions at the national level could be achieved by the creation of a Department of National Planning, with the following divisions:

Economic and Social Planning;  
Physical Planning;  
Environmental Planning;  
Projects; and  
Information, Statistics, and Publications.

### 3.6 Policy Co-ordination

The creation of a NIDS to map the way forward in our national development is expected to meet challenges both domestically and externally. On one hand the process of globalisation now appears to be challenging the predominance of the autonomy of our political system advocating for a consolidated system of the various powers and elevating the logic of economic power to the dominating influence. Globalisation has placed us on an irreversible path to increased transparency, global efficiency, production standards and international competitiveness.

The new global paradigm of development without protection of domestic systems dictated that a new role for planning had to be carved out. It became clear that the new challenges of globalisation in our context could only be met with an institutional and systematic shift in our focus from the short-term present situation to a long-term perspective. To legitimise the longer-term perspective meant in our view a fuller participation of the persons affected. In the context of our constitutional arrangements this amounted to political representatives extending their activities into investigation, validation and prescription not only to the powerful or influential interest groups but also to all groups in our communities. But of course, given the level of political maturity and the structure of political parties, it proved difficult for political representatives to execute a series of complex activities amounting to research, analysis and prescription.

The role of planning under the NIDS focused on executing what was historically a political function but changed as circumstances brought on by globalisation and domestic advocacy for enhanced participation in the political process took root. Yes, planning under the NIDS became a highly technical operation that essentially used a critical part of the political process and usurped some political functions in the interviewing process. While officials in the integrated development planning process represented the bureaucracy, they were in fact proxies for the political representatives. Planning officials were now required to execute co-ordinating activities between various institutions and also between the different groups of government programmes.

The implementation strategy for National Integrated Development Strategy puts a premium on co-ordination towards the strategic national priorities. From the broad priorities developed, the Project Management Committee formulated a series of integrated objectives designed to obtain the outcomes indicated. The Steering Committee, comprising high-level officials was given the responsibility of developing a set of integrated measures to achieve the board objectives arising out of the NIDS process.

We are aware that responsibilities must be assigned in every area of implementation to facilitate the strategic functioning of government. The mechanism that seemed to be most appropriate for NIDS is the Planning and Project Review Advisory Committee (PPRAC), a multi-disciplinary body of ministers, high-level officials and technical officials heading up implementing agencies. This committee covers the full range of operational policies, strategies development and monitoring of the implementation progress.

The PPRAC by its multi-disciplinary nature performs a variety of co-ordination functions including the final stamp of approval in defining and formulating policies, agreeing on major operational policy guidelines, oversight on the supervision of programme implementation and final evaluation of results. This committee is divided into a technical and a main committee, with the latter being mostly responsible for the technical aspects and the former concentrating on policies and strategy guidelines.

### **3.7 Political Co-ordination and the Integrated Development Plan Process**

In the context of the British Virgin Islands, with its colonial relationship with the United Kingdom and the limited autonomy we have in our democracy, political co-ordination of the development process is not only critical but it is also complex with the agenda of the various interests competing. The key to successful integrated development planning depends on the extent to which the consultative and participative processes are managed to the satisfaction of all stakeholders.

While it is acknowledged that political co-ordination of the IDP process introduces some elements of reduced effectiveness and efficiencies in the short term, it is necessary for the processes of validation and approval of issues and strategies, respectively. For example, political representatives not participating in the research and analysis area of the exercise delays moving forward with the approval process because of their need to validate the technical findings.

Political co-ordination spans the spectrum of strategic and operational planning if one is to ensure proper resources allocation, that aspirations and hopes of the people and the priorities of government are all aligned. Of course in our context there is another political layer added with the presence of the United Kingdom Government; therefore political co-ordination of the integrated development planning process becomes more critical as there must be a further alignment with the policies of the United Kingdom, and in some instances the European Union. So political co-ordination is absolutely essential to strike the ultimate balance between “economic efficiency, social equity and political democracy” as they are played out in the integrated development planning processes in the bureaucracy, the markets and the political arenas.

Because political co-ordination requires the clear establishment of roles between it and the bureaucracy, the concept of political responsibility is absolutely essential. Policy co-ordination in the economic and social arena in terms of programmes integrating to achieve like results must have that political dimension. In the implementation of NIDS where ministers have management responsibility and exercise functional oversight two main functional committees serve to initiate and support political co-ordination. The first being the previously mentioned mixed Planning and Projects Review Advisory Committee (PPRAC) of bureaucrats and ministers and the latter being the Executive Management of the Public Service (EMPS). These committees are able to implement systematic co-ordination of integrated programmes eventually improving the co-ordination between sectors as the PPRAC focuses more on policies and strategies while the EMPS concentrates on effective and efficient implementation of same.

Political co-ordination serves as the enforcer and arbitrator in case of conflict and contradiction between various agencies of Government resolving differences of interpretation of the hopes and aspirations of the people as found in the NIDS.

### **3.8 Key Functions and Key Players**

In terms of the hierarchy of planning, we must distinguish and recognize the relative importance and distinction among different levels of planning, and the roles of the agencies at the respective levels. This will assist in removing some of the misunderstanding of the roles of functionaries in the planning and development process, and eliminate the duplication in efforts across agencies and possible conflict among those agencies. The proposed framework recognizes the resource constraints of the territory, and seeks to provide a simple but efficient integrated arrangement.

The first layer of the framework will be the Department of Development Planning (DDP), which will have responsibility for coordination, prioritisation, and strategic direction. It will articulate, elaborate on, and integrate the strategic and sectoral development policies. These policies will guide the preparation of the national, as well as sectoral, plans. This will constitute the strategic level, or Level 1 of our planning effort. The preparation and implementation of plans and projects, monitoring and evaluation, and the reviewing outcomes and outputs will be undertaken by the line agencies as implementing units. This will constitute a so-called Level 2, but no less important, component of the planning activity.

Effective implementation is also a shared public sector responsibility that can be reinforced by the establishment of a Planning Oversight Committee (POC). This is an important aspect of the framework in the light of the resource constraint. This Committee will have coordinating responsibility with respect to plan implementation, monitoring, evaluation and review, and will report to the Executive Council. Its work, which will be critical for policy review, will be undertaken through sub-committees responsible for separate areas, with technical support from the National Planning Agency. The chairperson of the POC will be the Minister responsible for National Planning. Members will include other Ministers of Government, the Permanent Secretary to the Chief Minister, heads of the planning divisions, the Financial Secretary, representatives from the NGO and CBO communities, and at least two representatives from the private sector. A senior professional officer from the National Planning Agency will serve as secretary to the Committee on a permanent basis. The POC will meet quarterly, and reports on the outcome of those meetings will be forwarded for the information of the Executive Council. Like the National Planning Agency, the POC will focus on integrating the approach to development.

The DDP has responsibility for project cycle management and public sector investment programming giving it significant influence over the national planning process. Having a co-ordinating and at times an operational role in project development affords the DDP an excellent opportunity to co-ordinate the national planning process. The DDP, in the implementation of NIDS is only responsible for ensuring that programmes and policies are consistent with NIDS. The line ministries are obligated to fine-tune their investment programmes in accordance with objectives arising out of NIDS.

### **3.9 The Monitoring and Evaluation Framework**

Monitoring and evaluation are part of a cycle. Monitoring refers mainly to performance measurement in terms of timing, costs, and progress of plan activities. It will be undertaken at two levels, through monthly, quarterly, and annual progress reports. At the ministerial level, it will be done for activities that fall within the purview of the Ministry. Within the DDP, those reports will be aggregated into the territorial report only on a quarterly basis.

Evaluation, on the other hand, focuses on the effectiveness of the plan, its policies, programs, and projects, especially in the long term. Basically, it will examine and review the monitoring indicators to establish or verify cause-and-effect relationships. In particular, evaluation determines whether the intended benefits are realized, and assesses the distribution of those benefits. It also assesses the effectiveness of the solutions proposed to eliminate bottlenecks. The primary responsibility for plan evaluation will reside with the line agencies and the POC.





## **4. Programme/Projects Arising out of National Integrated Development Strategy**

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The NIDS requires a new and expanded role for government, a closer and better-defined relationship between government and the wide range of stakeholders and a sharper focus on the development of democracy. If these new relationships are to be put in place to meet the 21<sup>st</sup> century challenges, then it is expected that a number of related initiatives must be added to the inventory of management tools and mechanisms. In the case of implementations of NIDS many new initiatives have been put in place or designed and are awaiting implementation.

### **4.1 Programmes/Projects to Improve Planning**

The initiatives arising out of the NIDS process centred around increased public participation, extension of the consultative process and increased effectiveness and efficiency in the delivery of public services. Increased public participation is featured in the relationship with the business community, the non-governmental organization community and individual citizens. The specific initiatives in public participation are highlighted by in the establishment of regular business forums to hear from and exchange ideas and information on subjects of mutual interest. Individuals are afforded an opportunity to provide input into the design of major investments projects and other policy or legal initiatives. Most major public measures or initiatives

are taken to the public via discussions by the Department of Information and Public Relations on national radio and television for meaningful input.

To ensure the successful implementation of NIDS and to generate efficiency and effectiveness in the delivery government services, the PSDP has been developed as a Strategic Management Framework to establish the link to strategic planning and policy development with Operational Planning and Budgeting. To support the implementation of the Strategic Management Framework is a suitable Governance Framework to define the agreed roles and responsibilities of Ministers and High Level Bureaucrats in developing and implementing Strategic Plans Policies.

The PSDP in aiming to increase the productivity of the public service and quality of services delivered to customers identifies the processes in the various ministries and departments, re-defines job functions, scopes, responsibilities and mandates, provides new staffing levels and types, sets departmental standards of service and ensures that the public service is competent to implement the policies of the leadership.

Two related initiatives, which were brought on as result of the NIDS, are the revised PPRAC and the new Board of Management designed to increase political co-ordination and policy co-ordination, respectively. The PPRAC consisting of a main committee and a technical committee of high-level officials and ministers who examine macro development policies, co-ordinate their development and monitor the implementation of programmes. The Board of Management is a committee of the Executive Management of the Public Service plus the Governor whose primary concern is co-ordinating the implementation of policy determined by the Council of Ministers. Both committee have about 75% same membership and meet on a monthly basis.

Initiatives such as Programme Based Budgeting and Accrual Accounting are intended to improve financial management and complete links between planning and budgeting to improve effectiveness and efficiency in the delivery of public services. The outcome of these initiatives will be an effective set of mechanisms linking the priorities of government agencies with the allocation of financial resources in accordance with programme objectives of the political leadership.

The final initiative of significance in this case that came as a result of the NIDS is the Sister Island Project. The initiative essential seeks to improve the quality and the delivery of government services to the sister islands.

The projects above described all sought to increase public participation, information to the public and the efficiency in the delivery of government services to the public.

## **4.2 Programme/Projects to Improve Financial Management**

Immediately below are measures put in place as a result of NIDS to achieve better financial control and to improve the planning process.

The NIDS process is partially responsible for the introduction of three initiatives related to finance and planning. These initiatives are designed to develop better linkage between ministry plans, national development and the budget. While the initiatives are not yet fully in effect, they seemed to narrow the gap between the resources allocation and priorities development process.

The measures include the introduction finance and planning skills in all ministries to assist, as a first step, with the development of policies and plans consistent with national priorities and procedural criteria. The finance and planning personnel work liase with the Development Planning Department and the Ministry of Finance in the development of programmes/projects and budgeting matters, respectively.

The second measure is the introduction of the first phase of programme budgeting. This measure is designed to affect financial control and assist with the national planning process. Ministries/Departments are allowed to add only an inflation escalator to their previous year's budget. Any additional or new activities come only in the form of a new initiative with full justification and the requisite paperwork. However, these new initiatives are limited to the current budget.

The third measure concerns the capital budget process. Ministries are now required to put project through a well-defined process of development, appraisal and approval before they are placed in the pipeline for implementation.



## **5. Strength and Weaknesses of NIDS**

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### **5.1 Strengths of the IDP**

The NIDS is centered around co-ordinated, strategic and participatory planning designed to take advantage of the knowledge of the communities thereby introducing non-traditional processes and thought. The concept of integrated development planning is thus based on the idea that co-ordinated and fine-tuned planning will increase effectiveness and efficiency of development measures. It proceeds on the assumption that the alignment of instruments and measures for the planning processes can also generate synergy effects.

The specific character of integrated planning is the alignment of different sector planning objectives rather than the creation of one-issue plans. The aim is to set in motion a series of mutually supporting activities in different sectors with a general objective in mind. Planning procedures are to be co-ordinated effectively between all responsible government bodies from the national level down to the local level.

One of the fundamental strengths of NIDS is that it focuses on deepening democracy, expanding the knowledge base from which to find solutions, expanding the political process through the principle of inclusion and increasing the chances of communities buying into solutions.

The main way the integrated development planning process deepens democracy is through the participative process. Participation in the decision-making process including research, deliberation and formulation of solutions deepen appreciation of persons and cement the idea that the choice of the people is paramount. Use of the consultative process in the development of NIDS opened the process to the full range of ideas to the skills and to all knowledge available in our communities. In our case it meant extending the process to the knowledge pool throughout the globe to the networks of partners British Virgin Islands firms trade in financial services, tourism and government. Another consideration is the use of extensive knowledge that foreign residents of the BVI have about environmental management and preservation.

Extensive and extended participation of stakeholders as a fundamental requirement of the integrated development planning process widens the political process, gives stakeholders the sense and the perception that they are part of shaping of their own destiny. Participation by stakeholders increases the communications between various and rival interest groups constituting a value in dialogue. The integrated development planning process with extensive participation allows the opposing and differing stakeholders to negotiate or bargain their positions without the intervention of the bureaucrat or political leader. This part of the process in the final analysis allows competing interest to compromise and reach solutions which would otherwise be, in some instances, time consuming or made by bureaucrats with out as much local knowledge as stakeholders.

Solutions derived out of a process in which the full knowledge of the community was brought to bear, where there was widespread participation by the various stakeholders, where people perceived that they played a role in determining their destiny have a positive effect on stakeholders. The feeling is that the solutions implemented have been bought into or owned by the majority of the people. Ownership of processes and community solutions almost reduce the planning process to a technical exercise. Stakeholders' ownership of the integrated development planning process proved to be critical, as the private sector became the largest advocate for the adoption of the NIDS.

The integrated development planning is the single process that can cause development of both vertical and horizontal alignment between budget and planning processes. The strength of the integrated development planning process that produced NIDS is highlighted in the fact that it presented a transparent, technically sound, and politically acceptable set of priorities on which the budget process could assign resources. In the case of the British Virgin Islands, the NIDS caused a clear and irreversible separation between the budget and the planning processes. Previously the budget process and planning process were essentially executed simultaneously and in the same fora.

Another significant strength of the integrated development planning process is ability to align planning procedures across ministries, agencies and the whole of government thereby increasing the chance of better co-ordination at the bureaucratic and political levels. The integrated development planning process was able to initiate dialogue across ministries and departments that had never previously communicated except to criticise the efforts of one another. The integrated development planning process changed the focus of government departments from competing with each other to creating together. Previously competing departments, assembled in teams on sub-committees, were able to satisfy their individual objectives and create strategies that satisfactory met national development criteria and sectoral objectives.

In facilitating better co-ordination and alignment of certain development processes the IDP process extends the efficiency and effectiveness of public services delivery. The IDP process is inclusive, proactive and affords transparency in some development processes previously very ineffective and unnoticed.

## 5.2 Weaknesses of the Integrated Development Plan

The integrated development planning process as executed in the implementation of the NIDS is an iterative one that introduces additional difficulty in consensus building for policy development.

A major weakness of our NIDS was the introduction of people who do not play by the customary bureaucratic rules thereby extending the political process. The opening up of the political and bureaucratic process to unconventional approaches, thoughts and methods proved to be challenging and difficult to co-ordinate. The introduction of private and Non-Governmental Organisation (NGO) sector deliberations into the research and validation phases of the development process in NIDS brought on delays, extensions of time and differing views on approaches. In some instances the price of such inclusion was a less disciplined and questionable processes.

The rigid levels of transparency, accountability and responsibility ever present in the consultative process which bureaucrats are disciplined to be guided by were easily and often violated. The level of loyalty to government and ministers that are guiding principles in the operational activities of bureaucrats were lost when one integrated procedures employed outside the public sector.

The IDP process, in order to deliver NIDS, extended the capacity of the public service in that so many areas had to be dealt with simultaneously. Although private sector personnel played prominent roles in the sub-committees, it was bureaucrats who ultimately bore the responsibility for ensuring integrity of the process, timeliness of deliverables and quality of the output. As it turns out, one of the major strengths is also a major weakness. The diversity of the various actors in the exercise increased the manageability of the range of actors whose activities and inputs must be co-ordinated. Institutional measures such as meetings and seminars for deliberations and consultations are the arrangement, which are problematic in hosting.

Introduction of political co-ordination into the broad processes of conceptualisation, research, validation and implementation subtracted from the efficiency of the process. The integrated development planning process is well defined in terms of the rules and procedures of engagement but the political processes including political co-ordination are less well-defined and less disciplined. The performance criteria in the political processes are more likely to vary than in the bureaucratic environment.

In the British Virgin Islands our political processes and organizational structures were somewhat informal and weaker when compared with other developed countries and as defined under NIDS. The political processes cannot manage the consultative and deliberative processes as effectively or efficiently as the bureaucracy can in situations where all interests are adjudicated simultaneously. The major weakness here is that the political processes are more effective in managing consultations when interests are identified in isolated situations rather than in consolidated fora.

The political process by its nature is less open and transparent as it traditionally manages competing or differing interests through the management of information. Political structures in the British Virgin Islands must by necessity establish different protocols for the various actors while trying to manage the distribution or accumulation benefits arising out of the development process. The IDP process, with political co-ordination as an indispensable component, introduces a multiplicity of objectives commonly associated with political management of development benefits but very detrimental to efficiency and effectiveness in the delivery of public services.





## **6. Lessons learned from the Exercise**

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The past five (5) years of involvement with the IDP process trying to build a NIDS for the British Virgin Islands has taught us some lessons in the areas of strategy development, political co-ordination, the bureaucratic operations and public consultations.

### **6.1 Lessons Learned in Co-ordination**

The success achieved thus far with the conceptualisation, development and implementation of NIDS suggests to us that working together and making joint planning decisions about the same space is very possible with patience, prudence and politics. Integrated planning is a slow process which requires political involvement at every significant decision making point. For example, in the consultative process the presence and active participation of politicians added to the success of the proceedings. As well, politicians played a major role in identifying particular areas concerning the hopes and aspirations of the people.

In the processes of implementing the NIDS, the international development community is very influential and their presence is well respected allowing the local bureaucrats to incorporate sometimes-controversial strategies or measures. The international community is a good arbitrator in settling disputes or disagreements between the various competing local interest groups as opposed to the local bureaucrats like the Project Management Team of our NIDS project.

Implementation of such a complex and comprehensive initiative such as NIDS with its large range of stakeholders, its varied institutional measures and its slow iterative processes require very clear definition of the roles of all the actors. This clear definition of roles avoids duplication of activities, establishes responsibilities and pre-empts bitter disagreements between some sworn enemies (interest groups).

One of the lessons learned during the development of NIDS is that high level and extended political involvement is a central feature in the processes that determines the future of people. Political mandates, approval and co-ordination of the fundamental development processes in NIDS were the only incentives for many organizations in the bureaucracy to participate. Political co-ordination has the capacity to move issues forward in a legitimate way across the boundaries of the bureaucracy and the gates of the private sector and the NGO communities.

The IDP process has taught us that articulating a national vision and having it accepted require the full participation and involving of the entire community. While the individuals in the communities are eager and willing to participate they are not yet willing to consult or deliberate on major decisions without the full involvement of their political representatives. During our consultative process communities always referred to their meetings with their representatives and that they already enumerated their wishes and needs. The perception in the communities is that their needs are made known to their representatives and the follow-up on to implementation should be the purview of the bureaucracy.

## **6.2 Lessons Learned in the Bureaucratic Processes**

In terms of the operations of the bureaucracy, the IDP process reduces the autonomy and independence of agencies and ministers given that the requisite level of co-ordination, formulation and research establishes link at all levels. Policy development requires a more equitable distribution of the importance of the objectives of ministries. Particular ministries dealing with topical subjects such as business, economy, environment or education must share the arena in policy formulation and implementation with other lesser-known subject areas.

We also learned that the political process is one that is not well defined, disciplined and unclear. The rules are not as rigid and well established as in the bureaucracy and co-ordination is somewhat a guessing game rather than a rational activity. The political process concentrates heavily, like the bureaucracy, on the management of information but with not as much openness. The political processes do well when centralized and not dispersed. Communities are not necessarily made fully aware of the choices made by their neighbours. The process of information exchange is limited except law or agreement mandates it.

Under the present institutional and constitutional arrangements successful implementation of the NIDS requires, as a prerequisite a high degree of reform in the structures, political management, institutional arrangements and operational procedures. For example, our Public Sector Development Programme, one of the major complementary initiatives to the IDP process requires many changes throughout government. The reform of the process includes a consensus-based transition from development policies and strategies to ministry based strategic and operational plans and onto annual budgets. Under the implementation strategy of the NIDS a cross-ministry, inter-disciplinary team of high level officials and ministers are responsible for co-ordination.

## 7. Recommendations for Future

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### 7.1 Best Practice

Given the defining criteria for best practice the National Integrated Development Strategy qualifies as such in integrated development planning. It has been earlier demonstrated that the NIDS is integrative, participative, strategic and sustainable in its aim to improve the quality of life for British Virgin Islands.

The NIDS is put forward as a best practice in national development planning because it will positively and tangibly impact on the living environment of the BVI improving the quality of life and raising the standards of living. Early indications are for improved environmental management, better-balanced development, improved social cohesion, better government services and a stronger economy.

Another criteria qualifying NIDS as best practice is the presence of partnership in the process. The partnership firstly includes the United Nations Committee on Human Settlements (UNCHS), the United Nations Development Programme (UNDP) and United Nations Volunteer Programme (UNV). A second level partner during the process was the United Kingdom Government (UKG) in development of a MCaP laying out short-term goals and objectives, commitments by the BVIG and obligation of the UKG. The last level of partnership, not necessarily the least important was the partnership with the private sector, the non-government organizations, the Community Based organizations and the special interest groups.

The NIDS is a sustainable one in that it, together with the PSDP, has created long standing change in the national planning process, the delivery and structures of public services, institutional framework and decision making process and efficiency, transparency and accountability management systems. We are also confident that sectoral policies developed could be replicated elsewhere, especially in the region. Change is an underlying objective of NIDS given that it aims to establish a new planning process based on participation, integration and inclusion.

The simplicity and clarity of the NIDS process lends it to replication, adoption and transfer to various countries in the region. The NIDS sub-processes, institutional framework and operating framework lend itself to adaptability to all the governmental structures in the region. The NIDS process triggered many new initiatives in public service management and added a participative dimension to development planning meeting the criterion of leadership and community empowerment. The consultative process afforded communities and individuals real opportunities to meaningfully participate in deliberations about their future empowering them permanently. Communities participated fully in the research; policy formulation and programme development and their contributions were fully incorporated in the final product of NIDS. Of course, it was NIDS defining a new role for government in our national strategy that influenced public policy into the decision to implement the PSDP.

The NIDS has as one of its overarching strategies “the enhancement of social cohesion” and gender affairs feature prominently in the integrated strategies developed. By the nature of the IDP process, social inclusion is central. The consultative process included all interest groups in the communities. Cultural diversity is another area that is fully covered under NIDS in the detailed strategy under the overarching objective of “the preservation of the culture and uniqueness of the British Virgin Islander.”

Best Practice, which had their beginnings with the City Summit – the second United Nations Conference on Human Settlements (Habitat II), are understood to be initiatives which result in tangible improvements in the quality of life and improvements in the living environments sustainably. The NIDS processes resulted in formulation of integrated strategies and programmes. Although Best Practice initiatives are defined by positive impact, sustainability and partnership, the cornerstone of Best Practice is equitable partnership. The partnership referred to here goes beyond mere participation. The NIDS process placed a premium on working together and deliberating on points of interest with coercion or pressure. Individuals and communities were given a full opportunity to bring their hopes and aspirations to the planning process. Partnership forces the inclusion of wide areas of knowledge, various professional disciplines, different systems of values and a set of consultative rules different than the public sector. Best Practices include multi-sectoral, multi-discipline and multi-dimensional approaches to solving problems of the community.

The NIDP process is a multi-discipline, multi-dimensional and multi-sectoral approach designed to achieve political objectives of democracy via a deepening of participation, consultation and deliberation. With these actions the equitable partnership in the development of policies, strategies and programmes, the people of the BVI were given a full voice in the decision affecting their lives and the lives of their children.

A lasting partnership has been created between government, the private sector and the NGO communities. In this context individuals were able to define and clarify their priorities for the future development of the BVI. In this interaction between consultative partners we were able to promote and facilitate the exchange of experiences, expertise and knowledge about development planning that sought to improve the standards of living and quality of life of all British Virgin Islanders.

## 7.2 Basic Policy Outlines

The main question about the integrated development planning is always at which level do we really witness integration. Some professionals contend that integration should begin at the research level when issues are identified while others argue that integration can only occur effectively at least at the solutions level. The latter argument says that integration can first take place at level where policies and strategies are developed. Further yet, some planning professionals believe that integrated development is most effective if the focus is on the programme level where various stakeholders' interest could be addressed through a single initiative.

In the formulation of our NIDS we believed the integration process begun with the multi-disciplinary, participative approach. The multi-disciplinary teams participating in the consultative process initiated the approach of simultaneous identification and examination of issues. The solutions or strategies proposed to address the issues identified then begun to reflect a multi-sectoral and simultaneous approach to development. However, it must be conceded that at this level the integration process did not seem obvious, nonetheless the integrated approach was present.

The real test of the integrated approach is designing programmes that meet the multi-objectives across the various sectors and the spectrum of stakeholders. The real test came with designing programmes that cut across sectors achieving the various objectives and contributing to the overarching goals of improving the quality of life and sustainable development. At this level one is examining outputs rather than outcomes.

The basic policy outlines for integrated development are listed immediately below:

- Expand range of services offered within the existing leading export sectors
- Foster greater use of our natural resources for the expansion of sustainable economic activities
- Strengthen the human resource and institutional capacity for economic management
- Promote an investment climate that is conducive to private initiative/entrepreneurship

The level of integration here is noticeable as these strategies takes into account the objectives of both environment and economic management.

To provide another example of integrated strategies we believe are basic and could be modified to many regional situations. The basic policies below address economic social and environmental objectives. The policies are:

- To adapt our education system to respond to the evolving needs of the society
- To enhance and expand the quality of services and facilities offered by the health, education and welfare systems
- To rationalize the range of services offered in order to increase efficiency
- To more effectively regulate the flow of immigrants in order to reduce the negative impacts on the social systems.
- To expand and manage the range of sport and recreational facilities which are easily accessible to residents
- To provide the youth greater opportunities for meaningful participation in the development process
- To focus on the needs of the young male population with respect to the development of a variety of programmes and activities
- To improve the circumstances of all vulnerable groups by providing a better measure of social, political and economic equality and providing the legal framework to protect their welfare.

As a further example of basic policies that contain a level of integration, presented below are the basic outlines that again could be improved upon to many regional situations. The policies below were developed by mostly environmental interests hence a slight bias is obvious. The policies are:

- To guide the sustainable use of the natural resources
- To provide an environmentally protective waste management infrastructure in accordance with rate of economic development
- To establish adequate environmental standards for monitoring and evaluating changes in the environment
- To establish an effective mechanism for co-operation, co-ordination and consultation
- To institutionalise environmental concerns as an integral part of the development process
- To provide, consolidate, strengthen and extend environmental legislation for effective implementation and enforcement.
- To raise public awareness and incorporate environmental education material in the schools' curricula

The final set of integrated basic policies in the context of the BVI is listed immediately below. Clearly these seem to be influenced by physical planning but the objectives of orderly infrastructural development are economic, environmental and social. There are others examples but here are the policies:

- To provide a co-ordinated and orderly development of physical infrastructure
- To develop comprehensive local area plans
- To strengthen the institutional capacity for the integration of environmental and spatial concerns
- To strengthen the development approval process to ensure conformity
- To provide a co-ordinated approach to monitoring and enforcement by various/relevant agencies

There can be difficulties in seeing the integrated process at the research, policy formulation and programme output levels. However, the level of integration becomes more obvious further down into the development process. Of course integration is visible at the output level, but as planners our objectives and concerns should focus more at the impact or outcomes level. Our overriding concern should be how research, policies, strategies and programmes could impact on lives of the people for whom we are developing.

In the Integrated Development Plan process our final task was to develop integrated indicators to correspond with the objectives. The integrated indicators are what will be used to determine success and integration simultaneously.

### **7.3 Options for Institutional Organization**

It is clear that the existing structure and grouping of the planning organizations in the public sector will have to be re-focused to meet the challenges of the National Integrated Development Strategy. The NIDS requires an organization that has the capacity to manage certain elements of the political process, to be technically sound in development analysis, to be sophisticated in research and to guide the development of strategic policy.

The 21<sup>st</sup> century planning institution that has to develop and implement NIDS must be a flexible organization that can easily adapt to the rapidly changing global environment. It must be an entity that is globally connected and well versed in the application of information technology.

The organization must be able to network and build lasting professional relationships with similar or like organizations globally. The new planning organization must be able to manage information much better and view it as a critical resource in its operation.

In terms of managing elements of the political process, the new planning organizations must encompass the consultative process, including deliberation and participation sub-processes, as a critical component of its research function. The organization must have the flexibility and creativity to work co-operatively with political interests to ascertain the hopes and aspirations of the people.

If one could use the Development Planning Department of the BVI as a model organization, we would see the new planning entity as being a combination of project management, public sector investment programming, policy development and research (statistics) skills. Essentially the new organization is a multi disciplinary one in which human resources flexible enough to allow operations outside of the normal parameters.

### **7.3.1 A Strategic Role for the New Vision in Planning**

In the short history of the British Virgin Islands national planning and the development of strategies were never a part of the culture of our governments. Whatever level of strategy was employed in our development came as the result of our relationship with the United Kingdom government.

The United Nations Development Programme, mostly as a technical exercise featuring the use of foreign consultants to produce medium terms economic plans, introduced planning in the formal sense into our country. However, with the passage of time and the changing development circumstances, the idea of strategic planning became attractive. Through advocacy and agitation, a number of national community groups and the external community were able to persuade authorities towards strategic and integrated planning.

The Government of 1980's and 1990's gradually accepted the idea that our survival in international trade required a well mapped-out strategy. The total of our development circumstances including tourism and financial services growth, immigration, environmental management and social cohesiveness dictated a better planned approach. For this more inclusive and comprehensive approach, a new vision for planning in the BVI became essential.

The new focus on planning in the BVI emphasizes that it must firstly provide the umbrella strategy for development allowing a high degree of flexibility to enable rapid adjustment to changing circumstances. Strategically, planning must provide the development framework into which line ministries, departments and other agencies develop their integrated strategies. This new approach is designed to ensure that integrated planning reaches down to the programme level.

The new vision for planning requires that it must be integrated at the sector/activities, at the ministry and departmental levels and at the community level. Strategic planning must be the activity that deepens and widens democracy through the participative and deliberative processes. Planning in its new role must essentially take on some of the activities previously reserved for politicians. Considering the nature of our economic development with international trade as the driver, by design our integrated planning is focusing on the development of a framework through long range planning, the application of foresight and the conducting of future studies.

The new strategic role for planning is the promotion and development of the political system, strengthening public sector development or reform and assisting to ensure good governance and guiding the operational frame works for managing key areas of our community.





## 8. Conclusion

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The NIDS, with participation, inclusion and integration as its fundamentals, places a premium on co-ordination as its attempts to bring a multiplicity of processes together in a simultaneous manner to achieve sustainable development.

This approach takes into account more than the traditional socio-economic parameters, giving equal and simultaneous consideration to all facets of development including the environmental, physical and spatial, which have been discerned through a participatory process and strategic analysis.

The hopes and aspirations of the people are captured in the development objectives that have been identified as:

- To reduce overall vulnerability
- To ensure balanced development
- To enhance human capital
- To ensure environmental sustainability
- To improve the physical infrastructure
- To maintain social cohesion
- To attain global competitiveness
- To promote global connection
- To promote good governance
- To preserve the cultural heritage and
- To ensure the meaningful participation of BVI islanders in the affairs of the territory.

The pursuit of these goals for a better quality of life is guided by a strategic vision of a society that is globally competitive and socially cohesive; that is able to satisfy the basic needs of its people; that upholds the principles of equity, human rights and good governance; that manages the natural resources of the territory in a sustained and integrated way'; that generates self-confidence among the people; and that maintains the unique cultural identity of the territory. In order to facilitate this vision, the primary mission of the Government is to mobilize and deliver resources to ensure the health, productivity, prosperity, cohesiveness and resilience of the people in a responsible and integrated manner.

To achieve that objective of NIDS, the BVI must change the way government operates and the nature of its relationship with the people. There must be a renewed emphasis on planning throughout government and the focus must be on the development of a flexible framework of long-range policies and strategies that allows quick response to changing global circumstances.

The new planning organization must be able to manage critical elements of the consultative process and establish broad guidelines that foster the deepening of democracy. It must improve the efficiency of the delivery of public services and must have the resources to effectively network to manage information in a 21<sup>st</sup> century way to the benefit of the people.



NACIONES UNIDAS



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## Progress made on the commitments in the 2012 Joint Ministerial Council communiqué

### British Virgin Islands

#### Overview

This Progress Report sets out the Government of the Virgin Islands' implementation of the Joint Ministerial Council 2012 communiqué in the areas below.

#### Jobs and Growth

The Government's Youth Employment Services remains in operation as the efforts continue to register unemployed youth and provide basic job training and preparation skills. The initiative has trained over 600 youths of which 200 were placed into jobs. Additionally, the Government is currently reorganising and strengthening the Alternative Secondary Education Programme to ensure that those previously unable to complete secondary school at one of the established public or private institutions are able to obtain a diploma.

#### Increasing investment and trade

The Government received a commitment from Sir Robert McAlpine Holdings to invest \$100 million into the redevelopment of the Prospect Reef Resort to upgrade it to a four or five star hotel.

Preparations by the BVI Ports Authority for a public investment into the extension of the Road Town cruise pier are underway to accommodate larger classes of cruise ships that will increase passenger arrivals and boost commerce in the cruise market.

The Government invested in refrigeration and packaging equipment for its Fisheries Complex that has significantly expanded storage capacity. The complex's payments system for local fishermen was also overhauled to shorten payment times to compensate for catches. These developments have stimulated the fishing sector with greater fishing, processing and storage activity in the fisheries sector. As the supply of fish caught in BVI waters for year has increased, local fishermen's profit margins have significantly widened and the importation of fish from abroad dropped.

#### *BVI Hong Kong Office*

The Government officially opened the BVI Hong Kong Office on 5 September 2013. The office will serve to develop relationships between the BVI and companies, institutions and organisations in the Asia-Pacific region.

#### Developing entrepreneurship and small businesses

The Government signed a Memorandum of Understanding with the National Bank of The Virgin Islands on 16 September that launched a loan guarantee programme for small businesses. The loan

## Overseas Territories Joint Ministerial Council

guarantee programme is co-managed by the National Bank of the Virgin Islands and the Government's National Business Bureau. The issue of business loans continues under the programme.

### *Infrastructure Investment*

The new Peebles Hospital building was officially completed by developers in October and formally turned over to government. The state of the art facility is currently being outfitted with the required medical equipment.

The Government continues to upgrade road infrastructure and to expand the road network. A loan was secured from the Caribbean Development Bank for a Road Infrastructural Rehabilitation Development Project to support the implementation of road and bridge rehabilitation works to improve drainage in flood prone areas.

### **Meeting international standards on tax co-operation and financial sector regulation and combating financial crime, bribery and corruption**

The BVI continues to comply with international regulatory standards and has made a number of steps in this regard:

- Ensured effective implementation of the OECD mechanisms as a member of the OECD Global Forum and Peer review Group;
- BVI has committed to a FATCA inter-governmental agreement with the USA and the UK
- The BVI committed to being part of the pilot of multilateral arrangement with France, Germany, Italy and the UK
- BVI have asked that the OECD Convention on Combating Bribery of Foreign Public Officials be extended to them. While also reviewing the Criminal Code 1997 with a view to embrace fully the provisions of the Convention.
- BVI fully supports the revised FATF 40 recommendations, and has commenced the process of reviewing its AML/CFT regime to bring it up to date with the standards from the 40 recommendations.
- BVI has prepared a National Action Plan on beneficial ownership to meet the FATF standards
- BVI has formally requested extension of the Multilateral Convention on Mutual Administrative Assistance on Tax Matters
- BVI have also signed a Memorandum of Understanding with the European Securities and Markets Authority

## **The Environment and Green Growth**

The Government implemented a number of initiatives on environment and green growth.

### **Management and protection of the natural environment**

The Government approved the Virgin Islands Climate Change Policy in May 2013. The policy sets out the Territory's plan of action to mitigate and adapt to the impacts of climate change. The Climate Change Committee oversees implementation of the policy. The Committee's first report is currently being prepared and will be presented to Cabinet by the close of 2013.

### **Caribbean Challenge Initiative**

The Caribbean Summit of Caribbean Political and Business Leaders was co-hosted in the BVI in May 2013 by Premier Dr. the Honourable D. Orlando Smith, OBE, Prime Minister of Grenada, The Right Honourable Keith Mitchell, and CEO of Virgin, Sir Richard Branson. The summit launched the second phase of the Caribbean Challenge Initiative (CCI).

At the Summit, participating governments and partnering companies pledged to protect at least 20% of their coastal and marine environment by the year 2020 and to develop and implement sustainable finance mechanisms to manage these protected areas.

The BVIG declared the following priority actions to be implemented by the year 2020;

- i. Priority Action #1 – “20 by 20” Conservation Target**
  - Declaration of the protected areas identified in the BVI Protected Areas System Plan in a phased manner. Phase 1 will represent the declaration of three initial priority areas to be followed by subsequent declarations as identified and agreed upon. The total area under protection and management once the System Plan is fully implemented will represent approximately 33 percent of the Virgin Islands' near shore coastal/marine habitats.
- ii. Priority Action #2 – Sustainable Finance Architecture**
  - Implementation of the Sustainable Finance Plan for the Virgin Islands' System of Protected Areas.
  - Establishment of the Virgin Islands Climate Change Trust Fund, to include a sub-fund specifically for protected areas management within the Territory.
- iii. Priority Action #3 – Ecosystem Based Coastal and Marine Management**
  - Establishment and implementation of a Sustainable Yachting Initiative, primarily to reduce/minimise marine pollution.
  - Approval and implementation of the Virgin Islands Wetlands Management Policy to include directives to guide the management of wetland areas within the Territory, specifically ghuts, salt ponds, beaches and mangroves.

*Climate Change Trust Fund*

The Government approved the Virgin Islands Climate Change Trust Fund in 2013 to financially support implementation of the Virgin Islands Climate Change Policy. The Fund will become operational by the end of 2014.

*Conservation of Biodiversity Bill*

The Government's draft Conservation of Biodiversity Bill is currently under legislative review.

*Agricultural policy*

The Government has proposed a draft agricultural policy that will regulate imports in international standards; dedicate more land to sub-sciences and the practice of agriculture, and facilitate the development of Agriculture as a viable industry enhancing method. The draft policy will be approved in the second quarter of 2014.

*CITES*

The Government drafted a new CITES bill that was reviewed by DEFRA that provided recommendations on amendments. Amendments are currently being made ahead of submission to the CITES Secretariat before the 2015 deadline.

*Sustainable fisheries*

The Government undertook a number of sustainable fisheries activities that are set out below.

*National Fisherman's Conference*

The First Annual National Fisherman's Conference was held in 2013. The Conference provided an official forum for fisherman to present ideas and concerns about the development of the local fishing industry. The second conference is planned for the first quarter of 2014.

*Training*

Small scale training of fishermen was carried out in alternative fishing techniques in October 2013 to target underutilized species.

By the close of 2013, fisheries personnel will undergo intensive training to improve the efficiency and effectiveness of the fishing vessel registration and licensing programme. This training will emphasize improved data collection to support surveillance of the Virgin Islands Fishery Waters and enforcement of the Fisheries Act and Regulations.



Biodiversity

A project was launched to remove derelict fish traps from the ocean floor in an attempt to curb overfishing and improve the overall aesthetics and water quality of the marine environment.

Renewable energy

The Government developed and implemented a comprehensive Energy Conservation programme in January 2013 aimed at enhancing energy conservation and the generation of renewable energy, as well as reducing dependence on imported fossil fuels and the cost of electricity to consumers. The programme focuses on four main areas:

- Energy conservation;
- Energy generation using alternative Energy elements;
- Reduction of energy generation using traditional means;
- Recycling;

The Energy and Conservation Programme will be implemented in collaboration with the BVI Electricity Corporation (BVI EC). It will reduce the consumption of electricity by the Government, private business and homes, with a view to reducing the demand on the electricity grid, reducing the need of fossil fuels at the BVI EC.

Request for proposals are currently being drafted to invite tenders for the renewable energy systems of solar, wind, sea wave and energy from waste (elements available in abundance in the Territory). It is expected that Power Purchase Agreements (PPAs) will be utilised to purchase power from these systems, which will minimise the impact of capital expenditure financed by the Government.

Updated legislation is also currently being considered to allow licensed entities to generate their own power to feed unused excess back into the national grid. The Ministry's goal for the energy programme is to have almost half of the Territory's energy produced by renewable means by 2023 and would include numerous benefits for the BVI and its citizens.

**Support from International Organisations: Strengthening relationships with the EU, Commonwealth and other international organisations**

**EU**

The Government attended and participated in a policy dialogue on environment between EU and Overseas Countries and Territories experts within the framework of the Environment Partnership Working Party.

The Government also attended a series of tripartite meetings between EU Member States (Britain, Denmark, France and Netherlands) throughout 2013 to discuss the revision of the Overseas Association Decision, among other things.

The BVI is administering an EU project, the Small and Medium Enterprise project, on behalf of the Caribbean British and Dutch territories from which it will also benefit. The project is currently in the tendering phase and will benefit the BVI when rolled out in 2014.

**Commonwealth**

The Government continues to receive support from the Commonwealth via its technical assistance programme with the Commonwealth Fund for Technical Cooperation. The programme is focused on strengthening institutional governance and economic planning.

Officials attended the Public Administration in Very Small States Conference in April that examined solutions to governance challenges in small states.

A delegation also attended the 59<sup>th</sup> Commonwealth Parliamentary Conference in Johannesburg, South Africa in August.

## **Better Government**

### *Developing democratic institutions*

The Government's senior officials responsible for the administration of the House of Assembly attended a workshop on the operation and administration of legislature in London organised by the Commonwealth Parliamentary Association (CPA).

### *Integrity in public life*

The Government is currently in the process of incorporating The Seven Principles of Public Life into a new Public Service Code and Public Service Act that will be completed in January 2014. An information pamphlet for public officers outlining how they should conduct themselves was completed earlier in September 2013.

### *Strengthening the public service*

The Government, spearheaded by the Deputy Governor's Office, is currently assessing various initiatives in order to agree on a collective approach for reform by embarking on the Creation of a Centre of Excellence. This is geared at insuring comprehensive and continuous reform within the Public Service. This approach will also focus on creating an assessment body to measure service delivery standards within each Ministry. In the interim an Internal Complaints Procedure has been created to put clear procedures in place should there be a need for customers to file a complaint.

The Attorney General's office has embarked on a Consolidation of the Laws project with the aim to amalgamate all laws, which have been updated over the years. Additionally, the Deputy Governor's office will introduce an approach to public service managers and leaders called Sustainable Development, which indicates that for sustainable growth and development three factors, must be considered:

- Economic growth and stability;
- Social impact and cohesion;
- Environmental protection.

Sustainable Development promotes the idea of comprehensive policy planning without the exclusion of the three relevant factors.

The Deputy Governor's office is also leading on the training within the public service, and will focus on learning and development that encapsulates all forms of learning that public officers can explore. For the first time in the public service, priorities include an area for secondments and exchanges within specific disciplines and to utilise the MOU with Hertfordshire County Council.

The introduction of the Service Commission Act and Regulations will streamline the recruitment process and identify the selection criteria for all public officers. Similarly, a recently completed Job Analysis Exercise ensures that all jobs and requirements have been updated and revised, giving all applicants equal chance to be assessed on the same job requirements. The Civil Service Learning programme has been extended to April 2014.

*Strengthening Public financial management*

The Government signed the Protocols for Effective Financial Management (PEFM) in November 2012, and amended its Public Finance Management Act in April 2013. Budgets are planned carefully, and reports are presented through the House of Assembly and are thoroughly evaluated by professionals to ensure transparency and accountability.

The Treasury department is being restructured in order that financial reporting standards adhere to the highest level of transparency and accountability.

BVIG is doing extensive work in producing its budget in a three-stage process that involves: the production of a budget policy; a medium term fiscal plan; and a budget document based on the medium term strategy. By 2015, BVI is forecasted to be within all financial limits imposed.

## **Stronger and healthier communities**

### *Sport and healthy lifestyles*

There have been general improvements to facilities to ensure that there are provisions for people to engage in sports and recreation: building of the park on Virgin Gorda, the upgrade of the Bellevue Gym, plans to open a sub office of the Department of Youth Affairs and Sports on Virgin Gorda; and improvement to a basketball court on Anegada. There has been collaboration with the BVI Olympic Association on the Paralympics. Youth and Sports policies are in the final stages of finalisation.

### *Disability*

Both the Ministry of Education and Culture, and the Ministry of Health collaborate on several initiatives, including Autism programme, Healthy Lifestyle projects, early intervention programmes.

### *Older people*

A healthy aging study was recently commissioned to assess the current situation of older persons living in the Virgin Islands. Its findings will be used to develop a Healthy Aging Policy to improve services in areas such as income protection, access to health care and services, home care and community day care, access to continuing education, social support and participation, housing and living arrangements, and safety.

Recent efforts have focused on further strengthening the policy and legislative framework guided by the National Health Policy 2011. Recognising the individual right to the highest attainable level of health, the work of the Ministry has been undergirded by a commitment to achieving universal access to quality care.

### *Children*

With funding help from the governor's office, BVIG are taking forward work on safeguarding children. The Ministries will work closely with the Social Development Department on the issues of child abuse.

### *Tackling Discrimination*

BVI is in a good place as far as anti-discrimination legislation goes. The majority of work took place before JMC 2012. The relevant human rights conventions have been extended and legislation to remove discrimination is already in place in the BVI.

**Safer Communities**

*Strengthening coordination on tackling crime*

The RVIPF is working on a number of initiatives to tackle gangs and youth crime by improving detections and bringing offenders to justice. These include improved intelligence gathering, greater use of forensic technology, better training for staff and a campaign to tackle unlawful possession of firearms (a prevalent feature of gang crime). Specific initiatives are:

- improving intelligence gathering through the identification of gang signs and symbols throughout the Territory;
- partnering with the United States Virgin Islands (USVI) Police Department to obtain insight on how they are dealing with gangs in their Territory;
- appointing school liaison officers to various schools to monitor gang activity;
- providing training to teachers and parents in collaboration with the Ministry of Education on identifying gang symbols and behaviour;
- using forensic technology more, such as the increased use of DNA testing,
- increasing the use of fingerprints for identification through the Automated Fingerprint Identification System (AFIS), and working with the USVI for ballistic identification;
- providing training for staff which include officers from every station in the identification and diversion of gang behaviour; and
- creating a campaign to tackle unlawful possession of firearms which is being pursued through the identification of a Fire Arms Intelligence Officer who is charged with gathering intelligence on firearms in the Territory including the trafficking of firearms, and developing a closer working relationship with ATF (Alcohol, Tobacco and Firearms) in the USVI to improve intelligence around the movement and sources of firearms.

A Strategic Plan has been developed for prison and training. Discussions on amendments to various Ordinances have taken place, that deal with alternative sentencing and the use of electronic tagging to reduce the number of inmates in the Prison.

In 2012 the National Security Committee established a Crime reduction strategy for the BVI. The drafting team was drawn from a cross section of the community that consulted widely. The strategy was shared, in draft, with officials in Jersey and Hertfordshire County Council for peer review who were complimentary. It was presented to the NSC earlier in 2013 and subsequently to Cabinet where it was endorsed, and the agreed strategy was to be overseen by the Premier's office, with actions coordinated by a Community Safety Team.

*Prisons and probation*

The Office of the Director of Public Prosecutions is placing emphasis on alternative forms of sentencing (other than the custodial sentence); leaving the custodial sentencing for the more serious

offender/offence. This will lead to more non-adversarial dialogue and the rehabilitation of the offender with more guidance.

Plans are being initiated for a rehabilitation programme at the prison.

Disaster preparation and resilience

The Department of Disaster Management (DDM) uses a number of tools to evaluate the level of readiness of both the public sector and essential private sector services. Based on this the DDM determines that 74% of Government agencies have developed and practised contingency plans.

Overall there are 36 national plans for DM in the BVI that include specific plans for each of the main Sister Islands as well as plans that guide response activity between the BVI and the USVI (relating to oil spills)

In 2012, the DDM collaborated with various local and regional agencies to conduct various training activities/simulations/workshops that tested hazard management planning in the Territory.

All schools have disaster management plans and eleven schools are certified as safe schools. A schools Health and Safety policy completed – awaiting tabling at Cabinet.

## Health

### Strengthening public health systems

Following the Minister of Health's visit to Hertfordshire County Council and various HMG departments in health related areas in May, a report will be produced to discuss the present and future relationship between the BVI and UK in Health Services.

### Tackling chronic non communicable diseases

Health promotion has been endorsed as a national strategy focused on health enabling policies and actions through multi-sector collaboration and community mobilization. Recognising that health is influenced by actions and issues outside of the health sector, a ten year strategy entitled "Towards a Healthier Virgin Islands" geared towards the prevention and control of Chronic Non-Communicable Diseases is being implemented.

The strategy, which draws on the findings of a recent Health Risk Factor Survey, utilises a population health approach, mobilising all sectors of government, the business community, and voluntary organisations. Committees have been established at the national and community level to oversee the implementation of the strategy.

Appropriate emphasis is also being placed on encouraging the populace to take personal responsibility for their health so as to avoid diseases associated with certain behaviours.

With the help of matching funds from the Governor's Office, the Ministry is embarked for behaviour change with training and technical assistance provided by the UK-based National Social Marketing Centre.

### International Health Regulation compliance

The BVI continues to make concerted efforts to fulfil its obligations under International Health Regulations (IHR) 2005. This was reflected in the findings of the Gap Analysis of the compliance of the UK Overseas Territories and Crown Dependencies prepared on behalf of the UK Health Protection Agency in March 2013.

Local health surveillance capabilities have partnered with relevant local and international agencies, like Port Health Office at the Terrance B. Lettsome International Airport and initiatives to implement similar facilities at the main cargo port.

The legal framework is also under active review and a range of new legislation has been drafted to include a revised Quarantine Act, Quarantine (Ship) Regulations, Quarantine (Aircraft) Regulations, Human Remains (Importation and Exportation) Act and Human Remains Regulations.

Discussions with officials in the UK Ministry of Health in July 2013 - Officials expressed their willingness to provide support for the BVI's participation in regional capacity building projects, such as port health training.



## **Education**

### **Strengthening participation and attainment**

There is continuous teaching of Health and Family Life Education at all levels of the school system.

There are several initiatives underway to improve participation in education and raise attainment levels:

- Adaption of OECS Education Sector Strategy (2012-2021) is underway to guide developments in the Education sector;
- Changes are being made to the criteria for graduation;
- Remediation programmes introduced at all schools to cater for students having difficulties in Language, Arts and Maths;
- A policy of inclusion adopted to ensure the differently able have equal access to work next to their peers;
- Technical and vocational education and training policy being finalised and plans in place to start a technical high school;
- Education Act to be reviewed and revised by Education and Regulations;
- Continued work with Hertfordshire County Council to gain help to strengthen the education system and learn from best practice. Two principals were given attachments to schools in Hertfordshire in May and others to follow. Help will also be given to review and revise the Student Services Unit. Twinning arrangement between schools in BVI and Hertfordshire are also being pursued.

### **Early childhood education**

Early Childhood Education teacher training is being considered to assist the private institutions.



**SPEECH FROM THE THRONE DELIVERED BY  
HIS EXCELLENCY THE GOVERNOR MR. BOYD McCLEARY, CMG, CVO  
First Sitting of the Third Session of the Second House of Assembly  
*Theme: Moving Forward Strategically*  
House of Assembly Chamber  
Monday, 7<sup>th</sup> October, 2013  
10:00 a.m.**

**Madame Speaker, Members of the House of Assembly, ladies and gentlemen,  
Good Morning.**

Madame Speaker, I am here today, at the invitation of this Honourable House, to deliver the third *Speech from the Throne* on behalf of Her Majesty The Queen, in whom the executive authority of the British Virgin Islands is vested.

Therefore references in this speech to “My Government” are references to Her Majesty’s Government in the Virgin Islands, that is to say your Government.

Madame Speaker, my Government continues to make decisions on behalf of the people of these Virgin Islands guided by seven broad areas:

1. Stimulating/Fixing the Economy
2. Improving the Standard of Living
3. Improving Overall Social Services Programmes and Healthcare
4. Strengthening the Educational Sector
5. Protecting our Borders and Enhancing Law, Order and Public Safety
6. Public Sector Reform, Communications and Infrastructure
7. Re-establishing/Strengthening Regional and International Relations

Progress in these areas is intended to ensure that the Virgin Islands advance to a level of development where all residents will be able to enjoy:

1. Good health;
2. a high quality of life and personal fulfillment;
3. a high quality natural and built environment;
4. safe communities; and
5. opportunities to use their talents in gainful employment and entrepreneurship.

Madame Speaker, my Government will continue to pursue these priority areas through building a “people Government” in an atmosphere where protection of the person, property, personal freedom and human rights are accorded the highest priority through listening, collaborating, consulting and communicating.

I would like first to inform this Honourable House of those pieces of legislation that have been passed since my Government took up office in November 2011.

Madame Speaker, in 2012, the following pieces of legislation were passed:

1. Customs Management and Duties (Amendment) Act
2. Appropriation Act
3. Marriage (Amendment) Act
4. Recreation Trust (Amendment) Act
5. BVI Business Companies (Amendment) Act
6. Employee Mobility Act
7. Proceeds of Criminal Conduct (Amendment) Act
8. Social Security (Amendment) Act
9. Public Finance Management (Amendment) Act
10. Non-Profit Organisations Act
11. Mutual Legal Assistance (Tax Matters) (Amendment) Act
12. Partnership (Amendment) Act
13. Securities and Investment Business (Amendment) Act

Madame Speaker, in 2013, the following pieces of legislation were passed:

1. Police (Amendment) Act
2. Infectious Diseases (Notification) Act
3. Youth Courts (Amendment) Act
4. Trust Corporation (Probate and Administration) (Amendment) Act
5. Banks and Trust Companies (Amendment) Act
6. Trustee (Amendment) Act
7. Virgin Islands Special Trusts (Amendment) Act
8. Medical (Amendment) Act
9. Trade Marks Act
10. Mutual Legal Assistance Tax Matters (Amendment) Act
11. Authorisation of Surveillance Devices Act

I would now turn to my Government’s 2014 plans to strengthen the legal framework further by upgrading and introducing a number of acts, regulations, policies and initiatives.

*Madame Speaker, in stimulating and fixing the economy, my Government will continue to move forward strategically with:*

1. Seeking to amend the Hotel Aid Ordinance (CAP. 290) in order that local businesses benefit from the sale of goods that are purchased under the grant of Hotel Aid.
2. My Government will also seek to amend the Pioneer Services Act (CAP. 297) and the Encouragement of Industries Act (CAP. 287) to improve the marketing of investment incentives and to ensure that the tourism sector remain competitive in the global marketplace.
3. In considering the pivotal role of the BVI in international trade and commerce in the context of companies incorporated or established in the BVI, and to position the BVI as an international centre for the settlement of commercial disputes, my Government will introduce a Bill to amend the Arbitration Act (CAP. 6), which will enable this Territory to develop as an international centre for arbitration.

*Madame Speaker, as my Government moves forward strategically into this new Sitting, to improve the Standard of Living for all they will:*

4. Introduce a Freedom of Information Bill to provide the public with the right of access to information in the possession of public authorities, making available to the public, information about the operations of public authorities and, in particular, ensuring that the authorisations, policies, rules and practices affecting members of the public in their dealings with public authorities are readily available to persons affected by those authorisations, policies, rules and practices. Madame Speaker, we believe that a framework for accessing information by the public is imperative for good governance and transparency.
5. My Government will introduce environmental management legislation to regulate the discharge of sewage by boats and to ensure that the proper landside facilities are in place to handle waste.
6. My Government will incorporate a Beach Policy and Management Use Policy into the revised Beach Protection Act (CAP. 223) to promote the beautification, landscaping and maintenance of beaches, and to help address and better control activities on the Territory's beaches.
7. Madame Speaker, my Government will introduce modern legislation on the trade of endangered plant and animal species to replace the outdated Endangered Animals and Plants Act (CAP. 89).

8. My Government will seek to amend the Agricultural Small Holdings Act (CAP. 83) which covers all leased crown land, so that the Act addresses the issues of the 21<sup>st</sup> Century.
9. In order to regulate transportation, storage and disposal of pesticides, my Government will introduce a Pesticides Bill to require education and training on responsible pesticide use and provide for monitoring and the enforcement of compliance.
10. A Veterinary Bill will be introduced to make fresh provision for the management of the veterinary profession, for the registration of veterinary surgeons and veterinary practitioners, for regulating their professional education and professional conduct and for cancelling or suspending registration in cases of misconduct; and for connected purposes.
11. The Plant Protection Act (CAP. 93) will be amended to prevent the importation, exportation and spread of pests injurious to plants and to provide for their control and eradication and for the certification of plants.

*Madame Speaker, my Government will continue to move forward strategically by embarking on a range of modern legislation to improve overall social services programmes and healthcare in the Territory.*

*In fact, Madame Speaker, my Government is happy to say that the exciting process of transforming our health system is now well underway in the form of a holistic health strategy.*

12. My Government will introduce an amendment to the Social Security Ordinance (CAP. 266) to govern the establishment and operation of a National Health Insurance System. This will enable all our people to finally access affordable, high-quality healthcare without risking financial hardship or catastrophe; while ensuring continuous reinvestment and strengthening of our domestic healthcare system.
13. A Hospitals and Healthcare Facilities Licensing Bill will be brought before this Honourable House to ensure that high-quality care is consistently delivered from all public and private establishments.

14. Madame Speaker, the Hospital Regulations, which date back to 1927, will also be revised to address minimum standards for operation and efficiency, and the regulation of fees within defined policy parameters. These changes would allow for cost recovery from patients and third party payers, while safeguarding the necessary access to services for those who are unable to pay.
15. During this Session, my Government will also introduce amendments to the Medical Act, 2004 (CAP. 183) to provide greater clarity as to the powers of the Medical and Dental Council and to establish a process of annual licensing based on established requirements.
16. Madame Speaker, to further strengthen the Territory's capacity to prevent and control the spread of infectious diseases and other health threats, and bring our domestic laws into compliance with the International Health Regulations, my Government will amend the Quarantine Act (CAP. 196).
17. My Government will also introduce new Ships and Aircrafts Regulations; and a new Importation and Exportation of Human Remains Bill.
18. Also, on the legislative agenda for the coming session is a revision to the Mental Health Act (CAP. 191) to expand the scope and range of prevention, treatment, and rehabilitation services provided, including in the area of substance abuse. This new Act, together with the forthcoming Mental Health Policy, will lead to improved organisation and quality of service delivery, and will support my Government's efforts to reduce the impact of mental health problems, while assuring the promotion and protection of fundamental human rights.
19. Madame Speaker, the time is ripe for our Territory to strengthen its system of laws and policies that recognise children's right to special protection and care. In this vein, a Maintenance of and Access to Children Bill will be introduced to enhance and protect the lives of children, by ensuring that they are properly provided for, and are able to maintain relationships with both their parents through appropriate access arrangements.
20. Madame Speaker, after extensive community consultation, research, and examination of our human rights obligations, a Status of Children Bill has been prepared, and will shortly be brought forward to remove the legal distinction between the status of children born in wedlock and those born outside of wedlock. This landmark legislation will finally bring to an end the discriminatory practice of labeling children "illegitimate" and meting out unequal treatment to such children.

21. My Government will also introduce a Human Rights Commission Bill, as envisaged in Section 34 of the Virgin Islands Constitution Order 2007.
22. Madame Speaker, in order to bring about a more holistic and dignified approach to providing assistance to individuals and families whose income is insufficient to meet their basic needs, my Government will amend the Public Assistance Ordinance (CAP. 265).
23. My Government will also introduce a Registration of Births and Deaths (Amendment) Bill to provide, inter alia, for the registration of stillbirths in the Territory, and for the issuance of an interim birth certificate by a medical examiner or physician at the hospital.

*Madame Speaker, in moving forward strategically towards building a better Virgin Islands, my Government will continue to work on strengthening the Educational Sector.*

24. My Government will review the Education Act 2004 to encourage greater involvement of the community in the governance and management of our schools.
25. In introducing modern Information and Communications Technology to the Territory's schools, my Government will introduce the necessary legal and regulatory framework to govern the use of technology in our education management information systems.
26. Madame Speaker, my Government is undertaking a review of the Prison Ordinance (Cap 166) to bring it up-to-date and to support the rehabilitation of inmates. The legislation will be designed to underpin a new regime founded on the principle of rehabilitation to reduce re-offending.
27. My Government will revise the Library Act (CAP. 117) to ensure that our library is in keeping with all the changes taking place in our world and ensuring that the new modes of information management are involved in the way it operates.
28. My Government will introduce legislation for the establishment of a Sports Council and a Youth Council. Additionally, we will develop a National Youth Policy and a National Sports Policy to ensure appropriate governance and management of the two areas.
29. My Government will work with the H. Lavity Stoutt Community College in amending the College Act (CAP. 1990) so that it is in line with current higher education expectations and realities.

30. Another key piece of legislation to be reviewed, Madame Speaker, is the Scholarship Trust Fund Board Ordinance (CAP. 118) and Regulations. These pieces of legislation have been in existence since 1987 and 1972 respectively and must be revised to ensure they are aligned with modern times.

*Madame Speaker, my Government will take a number of steps to enhance the law in these Virgin Islands:*

31. My Government will introduce amendments to the Immigration and Passport Ordinance (CAP. 130) to bring this legislation in line with the 2007 Constitution; to ensure that it is relevant to the immigration pattern; and that fees are modernised to meet the current trends. This would ensure that border control is effectively managed in light of current regional and international concerns.
32. My Government is well on its way with the consolidation of laws project. This project, when completed will update the entire body of laws of legislation in the Virgin Islands.
33. Additionally, Madame Speaker, My Government will introduce a Bill to amend the Interpretation Act (CAP. 136) in order to bring the definitions in that legislation up-to-date.
34. My Government will review sentencing guidelines for gun-related crimes. As such, during this session my Government will seek to amend the Firearms Ordinance (CAP. 126) to ensure mandatory sentencing for illegal use of firearms and ammunition.

*Madame Speaker, my Government will embark on an urgent and important review of several pieces of legislation to improve public Sector Reform, communications and infrastructure.*

35. My Government will introduce a Data Protection Bill to provide for the protection of the privacy rights of individuals in view of the developments in the techniques used to capture, transmit, and manipulate, record or store data relating to individuals and for related matters.
36. My Government will re-introduce the Virgin Islands Disaster Management Bill to establish a legal framework for a comprehensive approach to disaster management in the Territory.



37. My Government will introduce the Public Service Bill to put in place the necessary legal framework to support the policies that govern the public service, for example, the Public Service Code (General Orders).
38. My Government will introduce Architects Bill and Engineers Bill to guide the fields of Architecture and Engineering, in light of the fact that these professions impact infrastructural development at the very foundation.
39. My Government will also re-introduce the Legal Professions Bill to determine the requirements for practice of the profession after formal legal education and to govern the conduct of legal practitioners.
40. The Road Ordinance (CAP. 217) has been in existence for some time and no longer fully supports the needs of the Territory. Madame Speaker, my Government will revise the Act so that it creates a proper structure for the management of the Territory's road network and enhance public safety.
41. Keen attention will be given to ensure that amendments are made to the Fire & Rescue Services Act (CAP. 164) to establish a Fire Code, address controlled burning, and introduce the necessary penalties to enforce safe practices.
42. Madame Speaker, my Government will revise and amend the Telecommunications Act, to ensure that the legislative framework enables effective regulation of the telecommunications sector.
43. My Government will introduce a Water and Sewerage Bill, a comprehensive piece of legislation to assist with the development and management of water and sewerage systems.
44. An Amendment to the Petroleum Regulations (CAP. 128) is necessary to allow for more stringent enforcement of oil spill policies. This amendment will also make provisions for violators to take responsibility for such incidents, comply with proper clean-up procedures and also undertake the associated costs.
45. My Government will also seek to amend the Prevention of Oil Pollution Act 1971 (Overseas Territories Order 1982) which is now under review in collaboration with the relevant agencies. Additionally, new legislation will be introduced to address oil spills, dangers of hazardous materials, penalties for violations, permit/license fee structures and the protection of territorial natural resources.
46. The Wickham's Cay Authority Act (CAP. 281) will be reviewed in order to best address existing issues such as fee structures, lease agreements and the constitution of a Board.

47. In an effort to allow for instances such as interconnecting renewable energy alternatives onto the grid, monitoring and a reduction of the Territory's reliance on fossil fuel and its carbon footprint, my Government, in exploring the various options available in the area of alternative energy, will continue to work closely with BVI Electricity Corporation towards the modernisation of the Electricity Ordinance (CAP. 277).

48. Finally, Madame Speaker, in moving forward strategically, my Government will continue to ensure those healthy and productive relationships between Virgin Islands and the rest of the world are developed as it is fundamental to our quality of life and it is critical now more than ever. The effectiveness of these relationships will determine the Territory's economic and by extension, social success and more importantly, solidify our global positioning.

This is an ambitious programme, Madame Speaker. But all in all, my Government fully recognises the importance of modernising legislation in key areas as a way of building a better Virgin Islands.

My Government pledges to work steadfastly in order to complete the task ahead.

Thank you Madame Speaker.



**SPEECH FROM THE THRONE 2014**  
***STIMULATING/FIXING THE ECONOMY***  
**DELIVERED BY HIS EXCELLENCY THE GOVERNOR MR. JOHN DUNCAN,**  
**AT THE FIRST SITTING OF THE FOURTH SESSION**  
**OF THE SECOND HOUSE OF ASSEMBLY**  
**Monday, 10 November 2014, 3:15 pm**

Madam Speaker, Members of the House of Assembly, public officers, members of the media, ladies and gentlemen in the gallery and those listening via the radio or watching via the television, good morning.

I am here today at the invitation of this Honourable House to deliver the fourth Speech from the Throne on behalf of Her Majesty the Queen, in whom the executive authority of the British Virgin Islands is vested. Therefore, references in this speech to “My Government” are references to Her Majesty’s Government of the Virgin Islands.

In order to ensure that the Virgin Islands advance to a level of development where all residents will be able to enjoy good health; a high quality of life and personal fulfillment; a high quality natural and built environment; safe communities and opportunities to use their talents in gainful employment and entrepreneurship, my Government will continue to move strategically forward doing the work of the people through seven broad priority areas. They are:

1. Stimulating/Fixing the Economy,
2. Improving the Standard of Living,
3. Improving Overall Social Services Programmes and Healthcare,
4. Strengthening the Educational Sector,
5. Protecting our Borders and Enhancing Law, Order and Public Safety,
6. Public Sector Reform, Communications and Infrastructure; and
7. Re-establishing/Strengthening Regional and International relationships.

My Government will first inform this Honourable House of what pieces of legislation were passed during the Third Session of the Second House of Assembly.

Then my Government will inform this Honourable House of its plans to introduce a number of acts and regulations as it works towards building a better Virgin Islands.

In 2013 during the Third Session of the Second House of Assembly, the following pieces of legislation were passed:

1. Financial Investigation Agency (Amendment) Act, 2013
2. Arbitration Act, 2013
3. Public Assistance Act, 2013

In 2014, during the same session the following pieces of legislation were passed:

1. Appropriation Act, 2014
2. Criminal Code (Amendment) Act, 2014
3. Computer Misuse and Cybercrime Act, 2014
4. Interpretation (Amendment) Act, 2014
5. Law Revision Act, 2014
6. Status of Children Act, 2014
7. Social Security (Amendment) Act, 2014
8. Education (Amendment) Act, 2014
9. Quarantine Act, 2014

1. For this Fourth Session of the Second House of Assembly, my Government in *Stimulating/Fixing the Economy* will seek to introduce an Incentive Legislation Bill which will encompass the benefits the *Hotel Aid Act (CAP.290)*, *Pioneer Status and Enterprises Act (CAP.297)*, and the *Encouragement of Industries Act (CAP.287)* into a single legislation to be able to provide varying types and levels of incentive to applicants for business who qualify.

2. The *Marriage Act (CAP.272)* will be updated with modern laws to improve the overall and efficiency in the registration, celebration of marriages in the Territory. In particular, the amendment is geared to provide the right to the registrar or any marriage officer to conduct marriages on board a ship within the territorial waters of the Virgin Islands. This change will facilitate new and additional marriage services to the cruise tourism sector and facilitate greater diversification of the tourism product by further making the Territory more competitive and promoting it as prime wedding destination.

3. BVI boast some of the some of the most scenic beauty in the world and my Government sees the opportunity to leverage our natural attributes and compete as a destination in the film industry. To this end, we will introduce a Film Incentive Bill to offer incentives for capturing film in the BVI.

4. Our marine sector is paramount to our economy's success and is the key sector within our thriving tourism industry. Indeed, throughout the years we have seen important legislative changes that help define our offering in this space. My Government seeks to amend and consolidate various pieces of legislation that regulate the operations of commercial and recreational vessels in BVI waters. My

Government will also continue to work to ensure that we improve our economic reform from our marine resources.

5. In the next sitting my Government will also propose the enactment of the Passenger Yacht Code via an amendment to the *Merchant Shipping Act, 2001* which provide standards to be met by pleasure yachts carrying 13 to 36 passengers. This will allow for an often requested service to have yachts of this size and nature registered in the BVI, and would allow us to remain competitive and service a new sector of the mega yacht market.

6. Preservation and growth of our financial services section has been foremost on my Government's agenda over the past several years. My Government has undertaken a comprehensive diagnostic review of the industry and will be proposing new legislation aimed at developing our financial services product offering, creating greater value-added services and substance activities in BVI.

7. Efforts will be made to amend the *Eastern Caribbean Supreme Court Act (CAP. 80)* to make provisions for an increase in fees for the admission of barristers and solicitors. The amendment will also include the introduction of a new fee for the provision by the Registrar of Certificates of Enrollment.

8. The *Courts of Justice Fees Act (CAP. 202)* will be amended to make the filing fees applicable to the Commercial Court and to amend the fees for the filing of documents in the High Court. The amendments to the fees will account for services currently offered and not charged for, while updating fees in line with the service delivered in today's environment.

9. The *Probate Resealing Act (CAP. 60)* will be amended to modify the schedule of fees set out in the second schedule of the probate resealing making the fees reflective of the service delivered in today's environment.

*My Government remains committed to improving the standard of living for all.*

10. In May 2013, the Territory hosted the second phase of the Caribbean Challenge Initiative which calls for the designation of additional marine and terrestrial spaces to be protected under the National Parks Trust Act, 2006. Much work has been done to date and it is expected that another three such areas will be added to the list of protected areas by year's end with the remaining areas being so designated by end of 2015.

11. Also to be completed by the end of 2015 is the revision to the *Fisheries Act 1999*, which seeks to better regulate certain species of fish such as the parrot fish. It has been proven that better regulation of this species of fish translate into healthier coral reefs.

12. My Government will seek to amend the *Land Surveyor's Act (CAP.215)* as well as the Land Survey Regulations. These amendments will set in place procedures that will better control the industry.

13. While it is true that approximately 60 cents out of every dollar spent in the Territory comes from the Financial Sector, it is also true that the majority of the residents of this Territory are employed in the tourism sector. As a result, my Government has intensified its efforts to ensure that the necessary

mitigation measures are put in place. Therefore, in collaboration with the Organization of Eastern Caribbean States (OECS) Commission the Territory will propose an *Environmental Management Bill* to regulate the yachting industry as it will prohibit the discharge of raw sewerage in the ocean. Our initial discussions with industry officials suggest that this is indeed an important initiative and will assist the Territory in maintaining our distinctive competency.

14. My Government is moving forward swiftly to ensure that the *Animals (Importation and Diseases) Act (CAP.88)* is appropriately aligned with international standards and practices.

15. Additionally, my Government will amend the Dog (*Prevention of Injuries to Persons, Livestock and Poultry*) Act, 2001 to effectively align it with the international classifications, current trends and happenings.

16. Also, in improving the standard of living for all, my Government will seek to introduce the *Freedom of Information Bill* to provide the public with the right of access to information in the possession of the public authorities, thus making available to the public information about the operations of public authorities and, in particular, ensuring that the authorisations, policies, rules and practices affecting members of the public in their dealings with public authorities are readily available to persons affected by those authorisations, policies, rules and practices.

17. The proposed *Data Protection Act Bill* will also be introduced to provide the legal framework to ensure that all sensitive personal data of persons in the Territory is protected. The proposed Act gives individuals the right to know what information is held about them. It provides the regulation for how personal information is handled. The proposed legislation binds the Crown and applies to all processing of data in the Territory.

18. My Government will seek to amend the *Registration of Births and Deaths Act (CAP. 276)* to improve the registration of births and deaths in the Territory. The amendment provides for the registration of stillbirths, and for the issuance of an interim birth certificate by a medical examiner or physician at the hospital.

19. The *Recording of Court Proceedings Act, 1995* will be amended to align court reporting fees with the current demands placed on the profession.

20. My Government will seek to modernise the *Liquor Licences Act (CAP.106)* to ensure that its components are reflective of current practices in the industry.

21. The *Coroners Act (CAP.15)* will also be amended to take into consideration modern medical practices and efficiency in the confirmation of deaths.

*My Government has made significant strides in implementing trailblazing legislation and progressive social policies to improve the overall social services programmes and healthcare in the Territory.*

22. My Government pledges its continued commitment to combating issues such as stigma, discrimination and abuse against children and women, and the elderly; persons affected by HIV/AIDS

and mental disorders; the differently-abled; those experiencing poverty and homelessness; and minority groups. Additionally, my Government will maintain its focus on improving the care and protection of children.

23. During this Fourth Session, my Government will bring to this Honourable House legislation to replace the *Adoption of Children Act, 1944*. The new Adoption Act will allow for greater accountability and social responsibility for all children being adopted in the Virgin Islands, and bring about enhanced arrangements for the adoption process.

24. My Government is pleased to report that extensive research, consultation and drafting of forward-looking legislation to strengthen the domestic health system will culminate during the course of this Session with the introduction of the *Private Hospitals and Healthcare Facilities Licensing Act*. This proposed Act will safeguard public safety by modernising the regulation of all private hospitals and healthcare facilities operating in the Territory.

25. Additionally, amendments to the *Medical Act, 2004* will shortly be introduced to provide greater clarity for the powers of the Medical and Dental Council to establish a process of annual licensing of health practitioners, in addition to arrangements for specialist registration, among other enhancements.

26. My Government will also focus on improving the regulation of the practice of nursing in the Territory by introducing amendments to the *Nurses and Midwives Act, 2009*.

27. Overall, these important and timely pieces of legislation will help transform our healthcare system to meet international standards of safety and quality, and support the far-reaching advancements already being achieved towards modernising our health facilities, infrastructure and services.

*Creating a culture of excellence continues to be the catalysts for my Government in strengthening the educational sector. This catalyst for excellence is in keeping with the present times and is consistent with taking the education system forward in to the 21<sup>st</sup> century.*

28. My Government will introduce the proposed *Higher Education Bill* to license and monitor tertiary institutions that seek to open its door to the Territory.

29. In addition, my Government will continue working with the H. Lavity Stoutt Community College to amend the *H. Lavity Stoutt Community College Act, 1990* that has since been amended in 1993, to align it with the realities current higher education expectations and realities.

30. Another key piece of legislation to be amended and updated is the *Scholarship Trust Fund Board Act and Regulations (CAP.118)* which has been in existence since 1987 and 1972 respectively.

31. My Government will seek to amend *Library Act (CAP.117)* to ensure that our libraries are up-to-date and in keeping with the information and technological age we live in.

32. Also, the catalyst for excellence also includes commitment to rehabilitative services, access to and participation in sports, recreation and culture in order to enrich the lives of all residents of the Virgin Islands. As such, during this Fourth Session my Government expects to introduce legislation for the establishment of a sports council and a youth council to enable appropriate governance and management of these two important areas.

33. In order to reflect contemporary times and ensure effective prison management for the 21st century in the Territory, there will be proposed amendments to the *Prison Act (CAP.166)* and *Prison Rules (25 of 1999)*.

34. There are also proposed amendments by my Government to the *Cinematograph Act (CAP.236)* for the portfolio of Ecclesiastical Affairs. All these amendments will seek to bring matters in line with the era, in which, we are in and ensure the development of our Territory.

*In building a better Virgin Islands my Government remains committed to protecting borders, enhancing law, and order and public safety so that to the Territory remains as an ideal place to live, work and do business.*

35. My Government has embarked on a National Policing Strategy geared at active community policing; statistical analysis of crime; the requisite tactics to combat crime; and the usage of enhanced partnerships with other law enforcement agencies to fight crime; to name a few areas.

36. With a mandate of securing the Territory, inclusive of our borders, amendments will be made to the upgrade the *Police Act (CAP.165)* to ensure that the relevant laws are in place to best support comprehensive policing.

37. There will be proposed amendments to the *Jury Act (CAP.36)* to enable early preparation of the jurors' list pursuant to S.I. 71 of 2014 which introduces continuous sitting of the criminal court.

38. Efforts will also be made to introduce the *Audio Visual Link Bill* to make provisions for the appearance of an accused person in custody awaiting trial via audio visual link and the giving of evidence by a witness in court also via audio visual link, will be introduced during the Fourth Session.

39. My Government will propose amendments to the *Immigration and Passport Act (CAP.130)* to address the terms and conditions of 'admission to' and 'presence in' the Virgin Islands, in order to align the legislation and policies with current realities and developments and to ensure that we have a modern and effective immigration system for the betterment, growth, development and security of our Territory.

40. The comprehensive approach to disaster management is critically important to the Territory. As a result, my Government will continue to seek to amend the *Disaster Management Act, 2003* to provide legislative support for the work carried out under the Virgin Islands Comprehensive Disaster Management Policy, and the Virgin Islands Comprehensive Disaster Management Strategy and Programming Framework. The proposed amendments will also be to repeal the current legal framework related to disaster management in the Virgin Islands.



41. To ensure that granting of duty exemptions to items imported for disaster management recovery efforts, my Government will seek to amend the *Customs Management Act, 2010*.

*Another priority area for my Government includes public sector reform, communications and infrastructural development continues to be of critical importance to my Government.*

42. In the area of public sector reform, continued efforts will be made to introduce the *Public Service Management Bill* to provide for the regulation of the public service, along with its administration and management. The bill provides the legal framework which will govern the conduct of public officers and the overall expectations and responsibilities of working in the public service.

43. My Government is committed to infrastructural development and will continue to take deliberate and calculated steps in ensuring that as the various projects are executed, public utilities and infrastructure are compliant with the relevant standards, be they international, regional or local.

44. Over the last year, my Government has spent a considerable number of months modernising the *British Virgin Islands Electricity Act, (CAP.277)*. This was important in order to accommodate a diversified market of energy suppliers, in particular for renewable energy sources.

45. During this Fourth Session the *Renewable Energy Bill* will be introduced to permit businesses and households to generate a portion of their energy needs and where there is excess energy produced to be compensated via net metering.

46. A draft *Architects and Engineers Bill* will be introduced to allow for the licensing and proper regulating of professionals to enhance the quality and standard of this Territory's infrastructural development.

47. Our roads are of utmost importance to the Territory and must remain safe and traversable to vehicular and pedestrian traffic. As such, an amendment to the *Road Act (CAP.217)* will be made to align the legislation with the Territory's ongoing development.

48. Given the modernisation of the water and sewerage infrastructure; in addition to the vast amount of financial investment, it is necessary to bring the governing legislation in par with the infrastructure. As such My Government over the next twelve months will be bringing amendments to the *Water Supply Act (CAP. 153)* to align and cater to the needs to the Territory.

49. In reviewing the *Wickham's Cay Development Authority Act (CAP. 281)*, the question has been appropriately raised: Is the Authority in its original form still fit for purpose as it was intended? To this end, My Government will seek to amend the Act as it progresses toward fine-tuning an Office of the City Manager.

50. Keen attention will be given to ensure that my Government re-introduces the Legal Professions Bill to determine the requirements for practice of the profession after formal legal education and to govern the conduct of legal practitioners.

*Finally, my Government's final priority area is re-establishing and strengthening regional and international relationships.*

My Government will continue to ensure global partnership. This is important to encourage effective cross border consultation, cooperation and collaboration in the areas of financial services, security and crime, education and student affairs, and tourism, for example.

Madam Speaker, Members of the House of Assembly, public officers, members of the media, ladies and gentlemen, I have just outlined my Government's legislative agenda for the Fourth Session of the Second House of Assembly.

This is indeed an ambitious programme that my Government pledges to work steadfastly on to build a better Virgin Islands for ourselves and future generations. Furthermore, these different pieces of legislation are important in building our economy as the foundation to improving the standard of living and the quality of life for all of our citizens.

My Government would like to take this opportunity to thank public officers for working diligently in preparing the requisite Bills and amendments and looks forward to the healthy debate during the Fourth Session of this Honourable House.

Thank you.



## **SPEECH FROM THE THRONE 2016**

### ***SECURING OUR FUTURE***

**DELIVERED BY HIS EXCELLENCY THE GOVERNOR MR. JOHN S. DUNCAN, OBE  
AT THE FIRST SITTING OF THE SECOND SESSION  
OF THE THIRD HOUSE OF ASSEMBLY  
Thursday, 22 September 2016, 10:00 am**

Madame Speaker, elected representatives of the House of Assembly, ladies and gentlemen, good morning.

It is an honour and a privilege as your Governor and as Her Majesty Queen Elizabeth the Second's representative in the Virgin Islands to deliver today's Speech from the Throne.

The Speech is a tradition in the Commonwealth countries and British Overseas Territories. It outlines the legislative agenda of the elected Government of the Territory during this First Sitting of the Second Session of the Third House of Assembly. It does not preclude the introduction of additional legislative measures.

Our Government is focused on introducing and amending different pieces of legislation under the theme: Securing Our Future: specific areas of interest include improving social services programmes; strengthening the educational sector; protecting borders, enhancing law, order, public safety; stimulating/fixing the economy; improving the standard of living; infrastructural development; and ensuring public sector reform.

Madame Speaker, in securing our future, the first duty of any Government is to afford protection to all its people by upholding the fundamental rights and freedoms that are enshrined in the Constitution. Special measures of protection are required to secure the civil, economic, social and cultural rights of the most vulnerable members of society.

Our Government is committed this session to continue working to develop progressive social policies and modern legislation to govern matters affecting children, families and disadvantaged groups. We have no greater responsibility than to safeguard and promote the welfare of our children.

During this Session, our Government will introduce various bills and other legislative instruments related to the care and protection of children, including justice for children who come into contact with the law.

A New Child Maintenance and Access Bill has been drafted to address the financial and other support services necessary to provide for the needs and upbringing of a child. The new law will allow the courts to order that funds for the maintenance of a child be taken directly from the earnings of a person, in accordance with the terms of a maintenance order. The law would also make provision for the Court to deal with the issue of access to a child when an application for maintenance is being heard, and vice versa.

Our Government will also seek to reform the law relating to children in need of care and protection by revising the Children and Young Persons Act, 2005 to incorporate relevant provisions of the Organisation of Eastern Caribbean States (OECS) Model Children (Care and Adoption) Bill.

The OECS Model Family Bill was created on the initiative of the Eastern Caribbean Supreme Court as part of its Family Law and Domestic Violence Project aimed at harmonizing laws governing families and children in the sub-region. The Children (Care and Adoption) Bill is one of four model Family Bills produced by the OECS, along with a Child Justice Bill, and model legislation on Status of Children and Domestic Violence, which have both been incorporated into BVI law with modifications.

As part of this process of reform, the existing Adoption of Children Act (CAP.265), which dates back to 1944, will be repealed. The proposed new legislation will bring about enhanced arrangements for the adoption process, and will provide for inter-country adoptions.

While the legislative environment for child protection in the Virgin Islands continues to grow from strength to strength, there are evident deficiencies in the criminal justice system related to children. In order to ensure that the children of the Virgin Islands are better served by the justice system, Child Justice Legislation will be introduced in this Honourable House to address matters relating to children who are in contact with the law. The law will serve to facilitate child-friendly justice by incorporating diversion of cases away from formal court procedures where appropriate, and will entrench the notion of restorative justice, among other features that promote prevention, early intervention, rehabilitation and reintegration.

It is important to note, that our legal framework will enshrine the ‘best interest of the child’ principle as the paramount consideration of the courts and the administration in all matters pertaining to children. The Eastern Caribbean Supreme Court, in coordination with the OECS Commission and United Nations Children Fund (UNICEF), has agreed to support our Government’s review of child-related legislation over the coming months.

The passage and effective implementation of these laws will serve to promote the wellbeing of children and families, and will bring the Territory into conformity with the United Nations Convention on the Rights of the Child and other international instruments.

Mme Speaker a shining example among Non Profit Organisations to this community is the British Virgin Islands Red Cross, an overseas branch of the British Red Cross Society, which recently celebrated 60 years of humanitarian work in the Virgin Islands. During this Session our Government will seek to introduce legislation to establish the BVI Red Cross as a separate legal entity pursuant to the 1997 Supplemental Royal Charter of British Red Cross Society. The proposed legislation would establish the BVI Red Cross as a corporate body with autonomous status, granting the local organisation recognition as a voluntary aid society auxiliary to the public authorities in the BVI, and would serve to protect the activities of the BVI Red Cross.

Madame Speaker in securing our future, our Government is committed to the all citizens, from early years to adulthood, as our Government believes that our citizens must be able to reach their full potential, to be successful in life, at work and in the community.

That is why our Government will continue on our journey towards excellence in the education sector. Our Government recognises the importance of monitoring and applying standards for Early Childhood Education as our Government embarks on ensuring that strong foundations are built.

Our Government is pleased the Higher Education Licensing Act, 2016 was passed and the Education Act, 2004 was amended along with the relevant regulations (General and Early Childhood Education) for its implementation.

Furthermore, in order to align the realities of today’s Higher Education landscape and the education system in general, the draft amendment of the H. Lavity Stoutt Community College Act will be presented to this Honourable House during this session.

Additionally, our Government looks forward to realising the goal of licensing and monitoring tertiary institutions that wish to open their doors in this Territory as offshore institutions, as such institutions can bring much economic benefit.

Our Government will also seek to amend the Scholarship Trust Fund Board Act and Regulations (CAP.116) to ensure that it is aligned with current day practices.

The Library Act (CAP.117) is being amended to modernise the operational procedures of the services of the Virgin Islands Public Library.

Our Government has embarked on a journey to put policies and legislation in place to build a stronger Territory and ensure we are in line with 21st century realities. As we go forward in this session, our Government will meet with the Christian Council and seek to establish regulations for Ecclesiastical Affairs.

Mme Speaker, securing our borders and keeping the BVI safe and as crime free as possible are crucial to securing our future. This means providing all of our frontline officers with the appropriate legislative tools to maintain law and order in this Territory.

The Royal Virgin Islands Police Force has embarked on an active road safety campaign to educate the public and enforce the traffic laws of the Territory. The Vehicle and Road Traffic (Traffic Signs) (Amendment) Regulations, 2011 will be upgraded to address parking in Road Town. The proposed amendment also includes an increase in traffic fines. Furthermore, regulations will be amended to bring in line all of the traffic signs on display, or not displayed.

Our Government will seek to upgrade the Police Act (CAP.165) to strengthen the Force's capability.

Our Government are also pleased that a revised Prison Ordinance (CAP.166) and Rules (25 of 1999) have been completed. These amendments will ensure that we are in keeping with more modern prison management practices and a stronger rehabilitation programme.

In terms of border protection and following thoughtful deliberation of the issues surrounding the current state of immigration in the Territory, our Government will propose amendments to the Immigration and Passport Act (CAP.130) to include a section titled "Applications for Asylum" which will address the process for asylum requests in the Virgin Islands.

Our Government will also seek to amend the Immigration and Passport Regulations, 2014 to revise existing immigration fees and the introduction of new fees and fines.

Mme Speaker, our Government believes that fixing and stimulating a strong economy means diversifying the business sector; promoting business development, and aligning legislation with current trends.

Essential to this objective is the introduction of a BVI Investment Bill as an immediate priority to facilitate and drive domestic and foreign investment in the Territory.

Driving investment also includes the Film Incentive Bill that will allow us to be competitive as a location for film production, while offering incentives to the local community.

Progress has been made on the proposed amendments to the Marriage Ordinance (CAP.272). The amendment will bring the legislation in line with modern laws and for the overall improvement and efficiency in the registration, celebration of marriages in the Territory. The amendment will also provide the registrar or the Marriage Officer to conduct marriage on board a ship within the territorial waters. This change will facilitate the diversification of the tourism product by further promoting the Territory as a wedding destination.

In creating a favourable tourism environment and maintaining high standards across the industry, our Government has as its priority to amend the Trade Ordinance so that it sets consistent and appropriate standards for properties that offer tourism accommodations.

The Virgin Islands are renowned for our rich maritime heritage. Our Government will continue to capitalise on this strength by improving the efficiency of the maritime laws, registration capabilities, and operational procedures of Virgin Islands Shipping Registry. During this session the Merchant Shipping Act 2001 will be amended to provide the registrar with the appropriate legislative tools to entice ship owners to register their commercial and recreational vessels in this destination of choice—the Virgin Islands.

Our Government is determined to ensure that the Virgin Islands becomes a destination of choice and a one stop shop for commerce. A Merchant Shipping (Small Ship Registration and Certification) Bill will be introduced to facilitate pleasure boat inspections and issuance of a coastal craft licence. Another added-value is that it will improve safety of the people and the vessel by inspections.

Additionally, our Government will seek to amend the Merchant Shipping (Fees and Charges) Regulation 2008 so that the costs for services remain competitive, locally and globally.

Also, our Government will introduce a Limited Partnership Bill. The Bill will offer modern, bespoke legislation for the formation and operation of limited partnerships. The proposed bill will be designed with the requirements of private equity and venture capital in mind in order to attract more of these vehicles to the Virgin Islands. It will include features used globally for limited partnerships, as well as more innovative features, including concepts and ideas taken from the BVI Business Companies Act. Limited Partnerships will have the option of having legal personality, and the list of “safe harbour” activities for limited partners will be expanded. There will be the ability for secured creditors to have priority over the assets of a limited partnership which has legal personality.

Modernising legislation is important to stimulating the economy. Earlier this year, Cabinet approved the Admiralty/Bankruptcy Proceedings (Fees) Order, 2016; Civil Proceedings (Fees) Order, 2016; Court of Appeal (Fees in Civil and Criminal Proceedings) Order, 2016; Family Proceedings (Fees) Order. These fees form part of the Courts of Justice Fees (Amendment) Bill to allow for the filing of documents in the High Court under the Courts of Justice Fees Act Cap. 202. These pieces of legislation will align fees with the current day business practices and charges of industry stakeholders, and it will introduce new fees for services currently offered and not charged for.

Our Government will seek to amend the Supreme Court (Non Contentious) Probate Rules (CAP.60), making the fees reflective of the service delivered in today's environment.

Mme Speaker, another matter requiring the attention of this Honourable House is a modification of the Non-Profit Organisations Act, 2012 to take account of revised recommendations issued by the Financial Action Task Force (FATF) in June of this year. The FATF standard on non-profit organisations (NPOs) was revised to clarify the subset of NPOs which should be made subject to supervision and monitoring. Our Government will seek to amend local legislation to engender a more targeted and risk-based approach to the regulation of NPOs, which would reduce the burden of compliance presently placed on those community groups that are not at high risk for abuse by terrorist organisations. This new approach takes into account the differing types of NPOs that exist, the environment in which they operate, and the level of risk to which they are exposed. Our Government welcomes these developments and continues to value the vital role NPOs play in our society.

Fifthly, in securing our Territory's future, our Government is committed to improving the standard of living for all.

Crucial in this direction is timely and accurate data collection to measure and explain various aspects of our economy. Our Government is eager to amend the Statistics Act 2005 to ensure stakeholders' commitment to providing timely and accurate data. This also means modernising the operations of the Central Statistics Office so that there is more flexibility in accessing timely and accurate statistical products and services to further assist with economic and social planning.

Still along the lines of data collection, there is a need to improve the registration of births and deaths in the Territory. Our Government will seek to amend the Registration of Births and Deaths Bill to provide inter alia, for the registration of stillbirths in the Territory, and for the issuance of an interim birth certificate by a medical examiner or a physician at the Peebles Hospital.

Our Government sees the need to amend and modernise the Coroner's Act (CAP.15) to ensure that it is aligned with modern medical practices and efficiency in the confirmation of deaths.



Another important aspect in improving our standard of living is the careful management and protection of our environment. Our Government believes that the environment is the second most important asset coming only after our people, which must be preserved for the enjoyment of present and future generations.

That is why priority consideration will be given to introduce the Merchant Shipping (Ballast Water Management) Bill to prevent the spread of harmful aquatic organisms from one region to another. Invasive aquatic species are presenting a major threat to our marine ecosystems. The ballast water used on ships has been identified as a major pathway for introducing species to new environments. This proposed Bill will establish standards and procedures for the management and control of ships' ballast water and sediments.

Priority consideration will be given to the introduction of an Environmental Management, Biodiversity Conservation and Climate Change Adaptation Bill. This Bill will address the need for comprehensive legislation which will ensure the sustainable use and conservation of our natural resources, whilst arresting environmental degradation. The bill also aims to assist the Territory in adapting to the impacts of Climate Change and will provide a framework for the protection of our natural environment for future generations.

Looking further at the environment, our Government will seek to adopt the Nairobi Convention on Wreck Removal to provide a sound legal basis for BVI to locate, mark, remove, or have removed, wrecks that pose a hazard to navigation and the marine and coastal environment. This convention proposes that ship owners will be held financially liable to take out insurance or provide other financial security to cover the costs of wreck removal.

Efforts will continue to review the proposed amendments to the Disaster Management Bill which seeks to reduce the loss of life and property damages that are attributed to disasters. The objective, therefore, is to repeal the Disaster Management Act 2003 and create a relevant legislative framework that incorporates all elements of society.

Still focusing on the different ways our Government will seek to improve our standard of living through legislation, it expects to amend the Second Schedule to the Elections Act, 1994 by replacing Form 9A which sets out the voter registration card. The voter registration card will include additional information such as the height and address of the voter and the date of issue and expiry of the card.

Various components of the Liquor Licence Act (CAP.106) will be modernised in consideration of the changes in the industry so that legislation is aligned with modern day practices.

The Land Surveyor's Act (CAP.215) and the Land Survey Regulations will be amended to set in place standard procedures to improve the effective and efficient management of the industry.

These amendments include the additional updated regulatory framework, reporting standards and codes of conduct and ethics that will regulate and manage the Land Survey Profession.

Mme Speaker In securing our future, our Government understands that economic development and sound infrastructure are inextricably linked.

That is why our Government will seek to pass the British Virgin Islands Electricity Corporation (Renewable Energy) Regulations, 2016 in this session. Such groundbreaking regulation will order the construction, erection, repair or alteration of renewable energy generating facilities. It will also establish the associated rates chargeable for the purchase of electricity from renewable sources. This will aid in the achievement of our Government's goal of reducing our dependence on fossil fuels for energy production by 30 percent by the year 2023.

An active construction industry is important to us. That is why our Government will seek to introduce the Architects and Engineers Registration Bill to ensure that all practicing architects and professional engineers provide services to private and public sectors at an acceptable industry standard, which in turn would ensure the optimum health and safety of building occupants.

During this First Session, our Government will seek to amend the Wickhams Cay Development Authority Act (CAP. 281) so that it is aligned with the functions of the Office of the City Manager.

Amending the Water Supply Act (CAP.153) is also a priority of our Government to align it with the modern water treatment facilities now being employed and the expansion of the water network throughout the Territory.

Mme Speaker the seventh objective in securing the future of the Territory is public sector reform where legislation is important to enhancing the quality of services provided internally across agencies and to the public.

Efforts will be made to introduce the Public Service Management Bill which will provide for the effective and efficient management of the public service. The Bill will address principles to guide public service management, public service employment and the work performance and personal conduct of public officers.

Our Government will seek to update the Archives and Records Management Act, 2010 to establish the Archives and Records Management Department as the central Government authority on the management of records and archives within the Territory. This legislation will delineate the role of the Archives in providing guidance for records keeping and records access according to international standards. As such, this legislation will support e-Government and the

increased use of electronic records for conducting business between the Government and the private sector.

The Freedom of Information Bill is being reviewed to ensure its mandates can be successfully carried out in light of imminent legislation to be passed for e-Government and Data Protection. Based on the experiences of other Overseas Territories, it is well known that Freedom of Information can require significantly increased resources to satisfy information requests; especially when coming from the press. Because of this, it is important to ensure that the necessary systems are in place to respond to such requests efficiently without compromising Government's responsibility to protect personal data under the law.

The Data Protection Bill will be introduced to provide the legal framework to ensure that all sensitive personal data of persons in the Territory is protected. The legislation will also give individuals the right to know what information is held about them and provide the regulation for how personal information is handled. The proposed legislation applies to all processing of data in the Territory.

In making public service more efficient, our Government will seek to amend the Labour Code 2010 to allow for electronic processing and other measures that will enhance the efficiency and transparency of work permit processing and contribute to a more business friendly investment climate.

Madame Speaker, in conclusion our Government has a determined legislative agenda that is focused, in many ways, on strengthening different sectors of the economy. With a commitment to securing our future, our Government is looking forward to bringing each new proposed Bill or proposed legislative amendment to this Honourable House with the ultimate intention of building a better Virgin Islands.

Madame Speaker Ladies and Gentleman I thank you for your attention



**BUILDING BVI STRONGER, SMARTER, GREENER BETTER  
THROUGH LEGISLATION  
SPEECH FROM THE THRONE 2018**

**DELIVERED BY  
HIS EXCELLENCY THE GOVERNOR MR. AUGUSTUS JASPERT  
First Sitting of the Third Session of the Third House of Assembly  
House of Assembly Chamber  
Thursday, 1<sup>st</sup> March, 2018  
10:00a.m.**

Madame Speaker, members of the House of Assembly, invited guests in the gallery, those listening via the airwaves and online, good morning.

The Speech from the Throne is a tradition in most Commonwealth countries and British Overseas Territories. Such a speech is critically important as it outlines the agenda the elected Government plans to pursue.

I count it an honour and privilege as Governor of these Virgin Islands on behalf of Her Majesty Queen Elizabeth the Second to deliver the Speech from the Throne, which outlines the legislative agenda of the Government of the Virgin Islands for the First Sitting of the Third Session of the Third House of Assembly.

I will refer to Her Majesty's Government as 'Our Government'.

Our Government is focused on introducing and amending different pieces of legislation under the theme: Build BVI Stronger, smarter, greener, better. This vision is born out of Our Government's long time commitment of **putting people first**. It chronicles the shared experiences of our people following the aftermath of Hurricanes Irma and Maria and their

collective hope in making this Territory more resilient and more sustainable, stronger than ever before.

The proposed Bill or proposed legislative amendments are placed into three categories: (1) Build BVI stronger and smarter; (2) Build BVI Greener; and (3) Build BVI Better.

***In no particular order, I will first begin with those pieces of legislation designed to Build BVI Stronger and Smarter.***

Madame Speaker, in building the BVI stronger and smarter, and recognising the extensive nature of the activities that must be carried out efficiently and effectively, our Government through legislation will seek to establish the ***Recovery and Development Agency*** to implement the initiatives identified by the approved plan in accordance with international best practice. Additionally, the funds will be placed in a trust and can only be disbursed to support the projects and initiatives under recovery and development, and in a transparent manner.

The effects of Hurricanes Irma and Maria no doubt have affected our infrastructure and public utilities system. We have now taken lessons from what has happened and our Government will seek to amend the ***Buildings Ordinance (Cap. 234)*** to strengthen our building codes. Our Government will place great emphasis on safety and quality development. This is important so that when we build or rebuild, we are doing so in line with regional and international standards.

As we build stronger and smarter, no more than ever, an active construction industry is important to us. That is why our Government will seek to introduce the ***Architects and Engineers Registration Bill*** to ensure that all practicing architects and professional engineers provide services to private and public sectors at an acceptable industry standard, which in turn would ensure the optimum health and safety of building occupants.

To enhance and strengthen the enforcement and effectiveness of the Physical Planning Act, 2004, ***Physical Planning Regulations*** will be introduced to ensure effective and standardised practices across the Territory.

Our Government welcomes the transformation of the Public Service to ensure that services are delivered to the public in an efficient and effective way. One strategy includes the establishment of a long term management structure for the Water and Sewerage Department, with a view of it becoming a statutory body. Legislation to bring this vision to realisation is essential for a customer-focused, service-driven Public Service.

Madame Speaker, our Government will introduce the ***Public Service Management Bill*** to properly establish the Public Service of the Virgin Islands. This Bill will provide the legal framework for the overall management, organisational structure and administration of the Public Service. The Public Service Management Bill will set the foundation for the revised Public Service

Code, which will replace General Orders, 1982, and will provide the terms and conditions for officers and employees employed in the Public Service.

Our Government will also introduce the ***Flexible Working Arrangements Bill*** supported by a policy, which will outline the criteria and process for undertaking a flexible working arrangement. The implementation of this policy will come at a time where officers and employees continue to maneuver through their personal hurricane recovery efforts.

Madame Speaker, there is unwavering commitment by our Government to introduce a ***Consumer Protection Bill*** during this Session to facilitate an attractive business climate with fair business practices. This Bill will establish the rights of both the consumer and the business, and it will encourage a free enterprise market economy.

During this Session, the ***Freedom of Information Bill*** will be introduced by our Government. The Bill will include the guidelines for how people can access public records and it will outline the exempted categories. This piece of legislation will allow for increased transparency and accountability of public affairs. The Bill includes recommendation for the establishment of a Freedom of Information Unit to provide the public with the appropriate administrative mechanism to make and receive requests.

As we continue to Build BVI Stronger and Smarter, our Government remains committed to meeting the needs of the students at the collegiate level, and the wider community. A draft amendment of the ***H. Laverty Stoutt Community College Act*** will be presented to this Honourable House to ensure that the institution is able to maintain its accreditation status and keep pace with the changes necessary to prepare the workforce for the development of the Territory and higher education.

Madame Speaker, during the last session, our Government embarked on a journey to put legislation in place to ensure we are in line with 21st century realities. As we go forward in this session, regulations for ***Ecclesiastical Affairs*** will be introduced to allow for clear guidelines and a smoother, more efficient and transparent handling of religious affairs.

In building the BVI Stronger, our Government will seek to amend the ***Financing and Money Services Act*** to segregate and expand on the types of licence that may be issued, including a new class relating to Peer-to-Peer (P2P) FinTech business arrangement; accordingly the Fees Regime will be amended to reflect the new classes of licence which will range from Class A to Class F.

Our Government will seek to amend the ***Banks and Trust Companies Act*** to review the current subsidiaries regime by requiring all subsidiaries listed on the license of current licensees who are engaged in registered agent business to apply for and obtain separate licences and thus be removed from the schedule of the licences of current licensees. This will ensure greater efficiency in the supervision of licensed financial services business in the Territory.

Additionally, ***Anti-money Laundering Regulations and Anti-money Laundering and Terrorist Financing Code of Practice*** (including consolidation of the Code of Practice) will be reviewed and revised to incorporate the results of the benchmarking exercise undertaken by the Financial Services Commission following Cabinet approval of the 2017 National Risk Assessment Report to ensure “full” technical compliance with the FATF Recommendations.

Amendments will also be made to the ***Regulatory Code*** (including consolidation of the Code) to reform areas relating to general governance and provisions relating to banking, company management, insurance, financing and money services and security and investment business.

And, steps will be taken to develop a new ***Regulatory (Consumer Protection) Code*** to provide consumer protection rules relating to banking business, money services business and insurance business.

Our Government understands that urgent issues may arise during the course of the year and prioritising may become necessary and accordingly urgent legislative matters not included in the above list may be given preference as may be appropriate.

Furthermore, with the enactment of the ***Financial Services (Business Continuity) Act, 2017*** (otherwise known as “the financial services sunshine legislation”), our Government believes that it has provided reasonable accommodation to the Territory’s financial services players to transition out of and back into the Territory as we continue to recover from the effects of the two hurricanes we experienced in September 2017. It is our Government’s hope, therefore, that the financial services businesses that had taken advantage of and benefitted from the sunshine period will now be making preparations to return to the Territory no later than 31<sup>st</sup> March, 2018 to continue their business operations as required by the various financial services legislation.

Appropriate legislative measures will be required to establish a ***regulatory Sandbox regime***. This will include consideration of innovative measures for the development of financial services product legislation and providing relevant business models and efficient delivery systems. Where considered necessary, appropriate regulatory and supervision measures will also be developed (through amendments to the Financial Services Commission Act and relevant regulatory legislation) to ensure efficient and effective oversight in relation to any new product legislation and/or activities.

Madame Speaker, the ***Disaster Management Bill*** will be introduced to provide a comprehensive mechanism for disaster management in the Virgin Islands. This will include the rights and obligations of the Virgin Islands under the agreement to establish the Caribbean Disaster Management Agency. This Bill will also seek to repeal the current legal framework related to disaster management in the Virgin Islands. In addition, the Bill will provide a comprehensive framework that governs the management of disasters and it will give rise to various regulations, for example, shelter management, national systematic shut-down, warning systems.

***Madame Speaker, I will now focus on those pieces of legislation our Government will either propose or amend in this upcoming session to Build BVI Better.***

In no particular order of priority, our Government will introduce legislation that promotes social justice and human rights where we safeguard the welfare of our children; improve the prevention and management of sexual offenses, and enhance the regulatory framework for effective collaboration and partnership with the non-profit sector.

A very important Bill therefore is the ***Children (Care and Adoption) Bill***, which will be introduced to revise and consolidate legislation that provides for the care and protection of children, in line with regional and international standards. The Bill will seek to ensure that in all actions and decisions concerning a child, the safety, welfare and well-being of the child shall be of paramount consideration, and the same principle is applied where a child has been removed from his or her parents. Enactment of the proposed legislation will result in greater supervision of adoption procedures and for the protection of the welfare of the child in such proceedings.

Madame Speaker, the ***Sexual Offences Bill*** will be proposed to comprehensively address the prosecution and management of all sexual offences matters in the Territory. It would serve as a consolidated, stand-alone piece of legislation regarding sexual offences that would replace the few scattered Criminal Code provisions that are presently in existence in the Virgin Islands. Its underlying goal is to protect persons from non-consensual sexual activity, while ensuring gender neutrality and gender equity. The Sexual Offences Bill will seek to ensure international best practice is maintained with appropriate provisions for prevention, investigation, and adjudication of sexual offenses matters.

Madame Speaker, our Government will consider all legislation geared to strengthen the Judiciary of this Territory. The foundation of any functional society is a robust Judicial System and we will support legislation in this regard.

Madame Speaker, further to its commitment and belief that the human rights of its citizens are of outmost importance, our Government will therefore put in place all of the necessary components to ensure the full implementation of the ***Human Rights Commission Act***.

Our Government will also introduce ***Witness Anonymity Legislation***, a Bill to ensure the protection of witnesses and the preservation of their rights by the provision for a court to make a witness anonymity order to protect the safety of the witness, prevent damage to property, and prevent real harm to the public interest. This would be an invaluable tool in assisting with combating serious crime and at the same it would also help to re-establish public confidence in the criminal justice system.

Madame Speaker, our Government believes that it is important to build a climate based on rehabilitation rather than on punitive action. As a result of this interest, our Government also holds that it is critical that as persons are incarcerated work diligently moves forward with



ensuring that the individuals get the help to lead meaningful and productive lives. The Prison must ensure that inmates develop skills and are able to become functional on return to the community. This will no doubt reduce recidivism. With this as a primary focus, **the Prison Act (1956) and Prison Rules (1999)** will be updated with present day realities, thus ensuring the efficiency in the management and leadership of the institution. This amendment will bring the BVI in line with international conventions.

Our Government will review the **Jury Act Cap 36** to examine the powers of a Judge as it relates to jury trials. Madame Speaker, the review will explore the question as to whether some trials can be heard by a Judge without a Jury to allow the expediency of Justice in the Territory. The review will also be conducted to streamline and enhance the selection of jurors and to establish a jury register for the Territory.

Madame Speaker security of this Territory is of great importance to our Government. Our Government will therefore, review the legislation for law enforcement relating to **policing powers and procedures**. Madam Speaker, the review will also look at police powers in relation to arrest, search and detention.

In order to ensure the Territory has the right set of good governance standards, our Government will also review the **Register of Interests Act**, the **Complaints Commission Act** and all other legislation regarding upholding integrity in public office. This approach is important if the public service is to be transformed with good governance as its foundation.

Madame Speaker, our Government will lead by example and put in place a **Code of Conduct** which will govern the operations of Ministers of Government. The Code will identify a set of standards that Ministers are expected to follow in the context of protecting the integrity of their public office.

On this journey to build the BVI Better, our Government will seek to amend **the Non-Profit Organisations Act, 2012 (No. 10 of 2012)** to reduce undue restrictions on Non-Profit Organisations (NPO's) operating in the Territory and to facilitate their legitimate and essential work. The amendments will take account of revised recommendations issued by the Financial Action Task Force (FATF) in 2017 which further clarify the subset of NPOs which should be made subject to supervision and monitoring. The proposed amendments will engender a more targeted and risk-based approach to the regulation of NPOs, thereby reducing the burden of compliance presently placed on those community groups that are not considered to be at high risk for abuse by terrorist organizations. This new approach takes into account the differing types of NPOs that operate in the Territory, the environment in which they operate, and the level of risk to which they are exposed.

In continuing with non-profit organisations, our Government will seek to introduce a Bill to establish the BVI Branch of the **British Red Cross Society** as a separate legal entity and corporate body with autonomous status, granting the organisation recognition as a voluntary aid society

auxiliary to the public authorities in the BVI. Once established, this entity will serve to protect the activities of the BVI Red Cross.

Lastly under this section of making things better, efforts will be made to modernise the ***Liquor Licence Act (CAP. 106)*** in consideration of the changes in the industry. The Bill will provide for:

- the establishment of a Licensing Board which is comprised of five members, who will receive and decide on applications for liquor licences or renewal of liquor licences;
- an increase in the number of licensing days which will provide more flexibility for customers and will eliminate the need for temporary liquor licences to be issued by the Governor; and
- extension of the licence period from six months to one year from the date of issue.

***Madame Speaker, I will now share those pieces of proposed legislation that our Government will seek to introduce or amend as we as a community Build BVI Greener.***

Careful management and protection of our environment is important if we are to preserve it for the enjoyment of present and future generations.

It is for these reasons; priority consideration will continue to be given to the introduction of an ***Environmental Management, Biodiversity Conservation and Climate Change Adaptation Bill in building BVI Greener***. This Bill addresses a myriad of concerns that could impact the environment including dumping of waste at sea, as well as speaking directly to the issue of derelicts and removal of same from the Territory. The need for this piece of legislation is even now more critical as we build resiliency into this critical sector of our tourism industry.

Madame Speaker, another matter requiring the attention of this Honourable House is the amendment to the ***Virgin Islands Fisheries Act 1997*** as well as the Regulations. The objective is to strengthen the operational function of the fisheries and to ensure that the BVI Fishing Complex has oversight of our Exclusive Fisheries Zone.

In term of effecting better administration of the Territory's land, the *Registered Land Ordinance 1970, revised 1991, and Land Surveyors Act 1970 amended in 2005, and Land Surveyors Regulations 2004* will be revised to address the issue of persons being able to acquire land via prescription.

Additionally, to ensure greater efficiency, plans are afoot to ***merge the Departments of Land Registry and Survey to create one Department under the heading, Land and Survey Department***. These two goals will require amendments to the various pieces of legislations governing both. This merge is essential in the transformation of the Public Service as a one stop service provider.

Madame Speaker, our Government is committed to educational development and will continue its SMART school initiative. Our Government is mindful that in today's technological age, the education system is evolving and the Territory's school keeps pace with the rest of the world. That is why there will be a focus on the amending the **Education Act (2004)** to bring this legislation in line with the technological learning preferences and expectations of students in this and future era.

Additionally, **the Education Act (2004)** will be amended to outline the relationship between the Ministry of Education and the Private Schools. Our Government believes that it is important to forge a closer monitoring relationship with the private schools. One example is data collection from private schools to better analyse and report on the status of education in the Territory as a whole.

Madame Speaker, in further making the BVI greener, our Government is committed to improving the delivery of services to and collaboration with the public in all its sectors.

Additionally, there is great commitment to the continuity of Government business in times of disaster and crisis. Accordingly, our Government will introduce a suite of legislation to support the growth of e-Commerce and e-Government

One such legislation is **Data Protection Bill** which seeks to promote the protection of personal data processed by public and private bodies. The objective is to ensure that a high level of trust and confidence is established between businesses and their customers, and that customers' information is kept secure, private and not put to any unauthorised use.

We will also review the existing legislative regime and where necessary introduce new legislation or amendments to ensure that the Territory, appropriately meets international best practice for laws relating to the use and development of technology in everyday life.

Madame Speaker, as we continue to focus on the use of technology, the **Labour Code 2010** will be amended to facilitate the processing of work permits electronically. The objective is to enhance the efficiency and transparency of work permits processing and contribute to a more business friendly investment climate. The Bill will also address a number of critical areas such as how redundancies and layoffs are managed following disasters/events.

Overall, technology is essential to all sectors of our economy, and that is why our Government will continue to impress upon telecommunications providers the importance of improving the overall efficiency of their services and infrastructure so that it is in line with the modernisation of laws. This is important if we are building the BVI Greener.

Madame Speaker, in conclusion, our Government recognises that it is important to bring legislation in line with our current and 21st century realities.

The proposed Bills and legislative amendments for this upcoming Session of this Honourable House in different ways will help to build BVI stronger, smarter, greener and better.

Madame Speaker, Ladies and Gentleman, I thank you for your attention.



## **BUILDING BVI STRONGER, SMARTER, GREENER BETTER THROUGH LEGISLATION**

**SPEECH FROM THE THRONE DELIVERED BY  
HIS EXCELLENCY THE GOVERNOR MR. AUGUSTUS JASPERT  
First Sitting of the Fourth Session of the Third House of Assembly  
House of Assembly Chamber  
Thursday, 13<sup>th</sup> September, 2018  
10:00a.m.**

Madame Speaker, members of the House of Assembly, invited guests in the gallery, those listening via radio and online, good morning.

I count it an honour and privilege as Governor of the British Virgin Islands to deliver the Speech from the Throne on behalf of Her Majesty the Queen Elizabeth the Second, which outlines the legislative agenda of the Government of the Virgin Islands for the Fourth Session of the Third House of Assembly.

It was only about six months ago that I delivered *the last Speech From The Throne*. Therefore, much of what I will say today may sound familiar as these are much needed pieces of legislation that must be brought forward into this Session to help this Territory become stronger.

As you can imagine, since the unprecedented weather conditions of last year, we have been on this long road to recovery and there has been some progress, and a substantial amount of work that happened across the Public Service.

I thank the hard working public officers for their dedication and commitment in progressing the legislative agenda, in a time where they are also dealing with working in challenging circumstances.

I will refer to Her Majesty's Government as 'Our Government'.

Our Government is focused on introducing and amending different pieces of legislation that will support our recovery vision which is a stronger, smarter, greener and better BVI that is economically vibrant, socially cohesive, environmentally sustainable, structurally resilient and adhering to the principles of good governance and the rule of law.

In no particular order, the proposed legislative amendments are placed into seven categories: (1) Recovery; (2) Business and Economy; (3) Infrastructure and Utilities; (4) Education; (5) Health Care; (6) Natural Resources and the Environment; and (7) Good Governance—all aimed at supporting prosperity of the Virgin Islands and improving the livelihood of citizens.

I will first begin with Recovery.

In the last Session, through legislation our Government approved the ***Virgin Islands Recovery and Development Act, 2018*** that led to the successful establishment of the Recovery and Development Agency (RDA). This was quickly followed by the appointments of the Board of Directors and the Chief Executive Officer. The RDA is responsible for ensuring that the activities outlined in the Recovery and Development Plan are carried out. A priority for this House is to approve the Virgin Islands Recovery and Development Plan.

Our Government will also bring forward amendments to the Disaster Management Act which will improve the Territory's ability to prepare and respond.

I will now move to those pieces of legislation that will seek to strengthen business and boost the economy.

A new Bill for the ***Procurement of Goods and Services*** will be introduced with a supporting handbook to further create and regulate a new framework for the public procurement process that promotes integrity, fairness, transparency, value for money, efficiency and flexibility.

The Virgin Islands Shipping Registry will be re-branded to become an independent Maritime Administration and Ship Registration authority of the Virgin Islands. The ***Merchant Shipping Act*** will be amended and international maritime laws will be adopted so that the new Maritime Authority builds its foundation as an unrestricted Category one (1) member of the Red Ensign Group of United Kingdom, Overseas Territories and Crown Dependency partners.

Our Government continues to focus on seeking public private partnerships for major ***tourism development investments*** in key areas. It is crucial that in the coming years, our Government will partner where ever possible and provide incentives such as hotel aid for investors to confidently invest in rebuilding and building resorts and the marine infrastructure to take our tourism product to the highest competitive level.

In order to contribute to a more business friendly investment climate our Government will amend the **Labour Code 2010** to enhance the efficiency and transparency of work permits processing through technology.

The **National Trade Policy** of the Virgin Islands which was recently approved by Cabinet outlines the policy framework and the direction in which Government seeks to develop and grow the economy through trade and investments, by creating an attractive business environment that encourages fair trade.

As a result, our Government also recently approved the **Consumer Protection Policy**, which will seek to ensure fair and equitable treatment of consumers. The appropriate legal instruments are being drafted based on the CARICOM Model, and should be ready for public consultation by the fourth quarter of this year.

Due consideration is also being given to the areas of **Trade & Export Development, Business Development and National Investment**. We will also review the existing legislative regime and where necessary introduce new legislation or amendments to ensure that the Territory, appropriately meets international best practice for laws relating to the use and development of technology in business and everyday life.

#### **Madame Speaker, I will now turn to Infrastructure and Utilities**

The effects of Hurricanes Irma and Maria no doubt have affected our infrastructure and public utilities system.

Our Government will seek to amend the **Ports Authority Act, 1990** and its enabling regulations. The amendment is to facilitate overall improvements to the day to day operations as well as during times of emergencies/crisis. It will also strengthen our compliance with the International Ship and Port Facility Security (ISPS) Code and pave the way towards BVI becoming a premier transshipment point in the Caribbean region.

Just three weeks ago our Government published in the Virgin Islands Official Gazette a significant amendment to the enabling regulations of the **Road Traffic Act (CAP 218)**. More specifically the Vehicles and Road Traffic (Traffic Signs) Amendment Regulations, 2018 have been extensively upgraded to make our Territory more internationally friendly to motorists and pedestrians alike, as the signage which is more comprehensive, now has the legislative backing to be text based and iconic or a combination of both, along with the introduction of new Guide signs, Emergency Management signs and Accessibility Parking signs. A public education campaign will commence in the coming weeks and thereafter additional legislation will be pursued to further develop the accessibility for differently abled persons.

Our Government has now taken lessons from what has happened and our Government will seek to amend the **Buildings Ordinance (Cap. 234)** to strengthen our building codes. Our

Government will introduce the ***Architects and Engineers Registration Bill*** to ensure services are provided at an acceptable industry standard, which in turn would ensure the optimum health and safety of building occupants and enhance and strengthen the enforcement and effectiveness of the Physical Planning Act, 2004. ***Physical Planning Regulations*** will be introduced to ensure effective and standardised practices across the Territory.

Madame Speaker, I will now turn to Education.

Madame Speaker, our Government is committed to educational development and will continue its SMART school initiative. Our Government is mindful that in today's technological age, the education system is evolving and the Territory's schools must keep pace with the rest of the world. That is why there will be a focus on amending the ***Education Act (2004)*** to bring this legislation in line with the technological learning preferences and expectations of students in this and future era.

Additionally, the ***Education Act (2004)*** will be amended to outline the relationship between the Ministry of Education and the Private Schools. Our Government believes that it is important to forge a closer monitoring relationship with the private schools. One example is data collection from private schools to better analyse and report on the status of education in the Territory as a whole.

As we continue to Build BVI Stronger and Smarter, our Government remains committed to meeting the needs of the students at the collegiate level, and the wider community. A draft amendment of the ***H. Lavity Stoutt Community College Act*** will be presented to this Honourable House to ensure that the institution is able to maintain its accreditation status and keep pace with the changes necessary to prepare the workforce for the development of the Territory and higher education.

**Madame Speaker, I will now turn to Health Care**

Our Government will introduce legislation that promotes social justice and human rights where we safeguard the welfare of our children; improve the prevention and management of sexual offenses, and enhance the regulatory framework for effective collaboration and partnership with the non-profit sector.

The ***Medical Act, 2000*** will be revised to align with modern practices and to provide an adequate framework for proposed improvements in the health sector. It would distinguish between licensing and registration, broaden the categories of registration, expand the range of practitioners registered under the Act, and include a requirement for continuing education, among other provisions.

Another very important Bill is the ***Children (Care and Adoption) Bill***, which will be introduced to revise and consolidate legislation that provides for the care and protection of children, in line with



regional and international standards. The Bill will seek to ensure that in all actions and decisions concerning a child, the safety, welfare and well-being of the child shall be of paramount consideration, and the same principle is applied where a child has been removed from his or her parents. Enactment of the proposed legislation will result in greater supervision of adoption procedures and for the protection of the welfare of the child in such proceedings.

Madame Speaker, the ***Sexual Offences Bill*** will be proposed to comprehensively address the prosecution and management of all sexual offences matters in the Territory. It would serve as a consolidated, stand-alone piece of legislation regarding sexual offences that would replace the few scattered Criminal Code provisions that are presently in existence in the Virgin Islands. Its underlying goal is to protect persons from non-consensual sexual activity, while ensuring gender neutrality and gender equity. The Sexual Offences Bill will seek to ensure international best practice is maintained with appropriate provisions for prevention, investigation, and adjudication of sexual offence matters.

### **Madame Speaker, I will now turn to Natural Resources and the Environment**

Careful management and protection of our environment is important if we are to preserve it for the enjoyment of present and future generations.

It is for these reasons; priority consideration will continue to be given to the introduction of an ***Environmental Management, Biodiversity Conservation and Climate Change Adaptation Bill in building BVI Greener***. This Bill addresses a myriad of concerns that could impact the environment including dumping of waste at sea, as well as speaking directly to the issue of derelicts and removal of same from the Territory. The need for this piece of legislation is now even more critical as we build resiliency into this critical sector of our tourism industry.

Madame Speaker, another matter requiring the attention of this Honourable House is the amendment to the ***Virgin Islands Fisheries Act 1997*** and Regulations, as well as overall legislative reform in the agricultural sector to ensure greater food security for the Territory.

In term of effecting better administration of the Territory's land, the ***Registered Land Ordinance 1970, revised 1991, and Land Surveyors Act 1970 amended in 2005***, and ***Land Surveyors Regulations 2004*** will be revised to address the issue of persons being able to acquire land via prescription.

Additionally, to ensure greater efficiency, plans are afoot to ***merge the Departments of Land Registry and Survey to create one Department under the heading, Land and Survey Department***. These two goals will require amendments to the various pieces of legislations governing both. This merge is essential in the transformation of the Public Service as a one stop service provider.

Madame Speaker, the last priority area that our Government will highlight is good governance.

My Government will seek to reintroduce the Human Rights Commission Act to put in place all of the necessary components to ensure its full implementation.

Steps will be taken to institute modern **Public Finance Management (PFM) legislation**, namely the PFM Act and Regulations that would foster best practices in public financial management and to introduce Financial Instructions to support them and improve accountability.

A **Code of Conduct** will be brought to this Honourable House. The code will identify a set of standards that Ministers are expected to follow in protecting the integrity of their public office.

A **Public Service Management Bill** will be brought to this House to strengthen the Public Service of the Virgin Islands and provide the legal framework for the overall management, organisational structure and administration of the Public Service. The Public Service Management Bill will set the foundation for the revised Public Service Code, which will replace General Orders, 1982. This will also include Whistleblowing Protection Legislation to provide an avenue for reporting maladministration.

Our Government will seek to include the **Freedom of Information Bill** which will guide how people can access public records and it will outline the exempted categories. This piece of legislation will allow for increased transparency and accountability of public affairs. The Bill includes recommendations for the establishment of a Freedom of Information Unit to provide the public with the appropriate administrative mechanism to make and receive requests.

Madam Speaker, on a related matter, I am pleased to announce that the Cabinet of the Virgin Islands has decided to publicise Cabinet decisions in keeping with the Government's commitment to promote more openness and transparency. As such, the Premier and I will shortly announce how the publicising of Cabinet decisions will be implemented.

Additionally, the introduction of an **Integrity in Public Life Act** seeks to provide for the establishment of an Integrity Commission for the purpose of establishing probity, integrity and accountability in public life. It will seek to preserve and promote the integrity of public officials and institutions.

Our Government will also review the Register of Interests.

**The Anti-money Laundering Regulations and Anti-money Laundering and Terrorist Financing Code of Practice** (including consolidation of the Code of Practice) will be reviewed and revised to incorporate the results of the benchmarking exercise undertaken by the Financial Services Commission following Cabinet approval of the 2017 National Risk Assessment Report to ensure "full" technical compliance with the Financial Action Task Force recommendations.

During an election period, accuracy of the information being disseminated is important, particularly on Election Day. The Principal Act of 1994 together with the recommendations from

the 2015 General Elections Report will form a consolidated **Elections Act**. The consolidation of the information will assist the election officers to operate more efficiently in the execution of their duties. Provision is also being made for technological advancements to improve efficiency of the elections process.

Madame Speaker, our Government will consider all legislation geared to strengthen the Judiciary of this Territory. The foundation of any functional society is a robust Judicial System and we will support legislation in this regard.

A revised **Police Act** will seek to create a consolidated and modernised Act that is reflective of modern policing practice, contemporary human resources practice and current technological advances in the prevention and detection of crime. The revised Act brings together the varied amendments, regulations and codes of practice, along with recent developments in police terms and conditions, advances in crime-fighting technology and the professionalization of the constitutional role of the RVIPF. This is expected to be submitted to Cabinet for review within the next quarter.

**Witness Anonymity Legislation** will be introduced to ensure the protection of witnesses and the preservation of their rights by the provision for a court to make a witness anonymity order to protect the safety of the witness, prevent damage to property, and prevent real harm to the public interest

The **Prison Act (1956) and the Prison Rules (1999)** will be revised to build a climate based on rehabilitation rather than on punitive action. To ensure that persons who are incarcerated work diligently and moves forward with ensuring that the individuals get the help to lead meaningful and productive lives. The Prison must ensure that inmates develop skills and are able to become functional on return to the community. These amendments were completed and are expected to be tabled in the HOA by the end of the year.

A review of the **Immigration and Passport Act** is currently underway to transform and reform Immigration legislation and policies inclusive of e-services, training and the introduction of the Advance Passenger Information (API) System which will address issues of integrated border management, automated border control and international co-operation. The United Kingdom in principle has already approved this system and it has already been implemented in the region.

These are just a few of the changes that are being actively addressed to improve the public service and by extension the efficiency and benefits that can be derived from it.

In conclusion, our Government understands that urgent issues may arise during the course of the year and prioritising may become necessary and accordingly urgent legislative matters not included in the above list may be given preference as may be appropriate.

Madam Speaker, our Government has put forward an ambitious programme with proposed Bills and legislative amendments for this Territory, which in many ways will help to **Build British Virgin Islands stronger, smarter, greener and better**.

Madame Speaker, Ladies and Gentleman, I thank you.

# Deputy Governor's Report 2018

6 Months in Office | March - August, 2018



David D. Archer, Jr.  
Deputy Governor

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# Introduction

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David D. Archer, Jr  
Deputy Governor

In the spirit of accountability, transparency and the future of the Public Service where Freedom of Information legislation will be instituted, this six-month in office report provides an update on some of the salient parts of the work of the Deputy Governor, Mr. David D. Archer, Jr. since being sworn in on 1<sup>st</sup> March, 2018. The role of the Deputy Governor as identified in the Virgin Islands Constitution Order Section 38 is to:

- assist the Governor in the exercise of his or her functions relating to matters for which the Governor is responsible under section 60;
- assist the Governor in the exercise of his or her other functions, being functions in the exercise of which the Governor is not obliged to act in accordance with the advice of any other person or authority, as the Governor, acting in his or her discretion, may direct; and
- perform such other functions, not of a ministerial nature, as (subject to this Constitution and any other law) may be assigned to the Deputy Governor, at the request of the Premier, by the Governor acting in his or her discretion.

One of the primary roles of the Deputy Governor, in support of the Governor, is to oversee the management and development of the Public Service; to lead the Public Service to ensure the effective delivery of the Government's programmes, and to maintain the highest standards of service delivery and good governance.

The Office of the Deputy Governor is managed by an accounting Permanent Secretary (Mrs. Carolyn Stoutt Igwe) and oversees the following departments:

- Royal Virgin Islands Police Force
- Civil Registry and Passport Office
- Department of Disaster Management
- Supreme Court and the Commercial Court
- Magistracy
- Department of Human Resources
- Attorney General's Chambers
- Office of the Director of Public Prosecutions
- Archives and Records Management Unit
- Office of the Supervisor of Elections
- Sister Islands Programme Unit



The Permanent Secretary is responsible for reporting annually to the House of Assembly on the operations of the Deputy Governor's Office. This report is not intended to be an annual report on the work of the Deputy Governor's Office which is managed by the Permanent Secretary. Rather, the report speaks directly to the work of the Deputy Governor according to the Virgin Islands Constitution Section 38. The main mandate for the past six months in office has been to develop, lead and implement the Public Sector Transformation Initiative which became imperative after the hurricanes in September, 2017. The Government was forced to look at the way business was conducted with the intent of restructuring, re-engaging and transforming with a focus on accountability, transparency, productivity and good governance.

This report will expose areas of the role of the Deputy Governor which would not normally be produced for the knowledge of the public but is done in the spirit of the future state of the Public Service where the right to certain information can be requested as part of a framework that will support freedom of information in the future of the Public Service.

## Public Sector Transformation

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In October 2017, following the historical and unprecedented catastrophic events of the floods and hurricanes which ferociously struck the Territory, Cabinet approved a proposal for the Strategic Direction for an Improved Public Service. The strategic direction created a multidimensional approach to the revision of Government services and operations with specific focus on service-wide efficiency through: (1) establishing the strategic direction for an improved Public Service under the theme, **"A stronger more resilient, more effective Public Service"** and; (2) agreeing on the necessary policies that would aid with cost-saving measures of up to 25% less for the management of a more efficient Public Service.

### Top Priority Initiatives

Outlined below are the top 14 initiatives that will be the focus of the transformation plan in the next quarter.

Broad Area	Initiative	Estimated Time Frame
E-Government	Complete comprehensive e-government strategy and plan	31 <sup>st</sup> October, 2018
	Implement the e-government platform and legislative framework.	23 <sup>rd</sup> December, 2018



	Telecommunications Regulatory Commission (TRC) to create a business case for fast, reliable wireless internet	31 <sup>st</sup> October, 2018
	Implement the first fully automated e-government service	15 <sup>th</sup> February, 2018
Good Governance Standards	Public Service Management Bill	January 2019
	Integrity Commission	23 <sup>rd</sup> December, 2018
	Ministerial Code of Conduct	23 <sup>rd</sup> December, 2018
	Data Protection Act	January 2019
	Freedom of Information Legislation	February 2019
Improved Customer Service	Public Service Customer Service Virtual Mailbox	15 <sup>th</sup> November, 2018
	Liquor Licence Act	23 <sup>rd</sup> December, 2018
	Customer Service Training for Frontline Officers (HM Customs and Immigration Department)	December 2018
Redesign of the Public Service	Completed green redesign concept of the Central Administration Complex	31 <sup>st</sup> October, 2018
	Revitalisation of the Civil Service Association	30 <sup>th</sup> November, 2018

### Completed Transformation Initiatives

Outlined below are transformation initiatives that have been completed since the project's initiation.

Category	Initiative	Ministry/Department
Greening the Public Service	BVI Open for Business Online Map	Town and Country Planning
	Housing Recovery Assistance Programme Electronic Data Capturing Mechanism	Social Development Department
	Replanting Initiative - Seeds of Love	BVI Tourist Board
	Development of online portal to receive applications for seafarer documents	Virgin Islands Shipping Registry

	Continuous implementation of DOCOVA system throughout the Public Service	Department of Information Technology
Public/Private Sector Partnerships	Completion of Media Relations in Crisis for Disaster Preparedness for Media Professionals	Department of Information and Public Relations
	Teen Cert - ESHS Students Received Training	Department of Disaster Management
E-Government	BVI Open for Business Online Map	Town and Country Planning
	Development of online portal to receive applications for seafarer documents	Virgin Islands Shipping Registry
	Department of Information Technology's Network Infrastructure Update	Department of Information Technology
Rebuilding Security	UK Donation of two (2) Armed Response Vehicles	RVIPF
	Cabinet approval of \$5 million towards country security with Security taskforce created inclusive of: Ministry of Finance HM Customs Immigration Department HM Prison BVI Airport Authority BVI Ports Authority Royal Virgin Islands Police Force	RVIPF
	Re-establishment of all courts	Deputy Governor's Office
Good Governance	Project Management Support Received from the United Nations Development Programme (UNDP)	Premier's Office
Improved Customer Service	BVI Open for Business Online Map	Town and Country Planning
	Completion of Media Relations in Crisis for Disaster Preparedness for Media Professionals	Department of Information and Public Relations

Alignment of Statutory Agencies	Hospitality Assured Programme Certification Completed	BVI Tourist Board
Broad Areas	Completion of Media Relations in Crisis for Disaster Preparedness for Media Professionals	Department of Information and Public Relations
	Project Management Support Received from UNDP	Premier's Office
	Formulation/Establishment of Transformation Communications Team	Deputy Governor's Office
	J. D. Edwards Accounting System Upgrade	Department of Information Technology
	Installation of 24 Weather Stations	Department of Disaster Management
	Review of the Territory's National Disaster Management Plan	Deputy Governor's Office
	Launch of the Public Service Transformation Initiative and Recognition Ceremony for Stellar Departments	Deputy Governor's Office

## Quick Wins

### Centralisation of Apostille Services

The Office of the Deputy Governor centralised Apostille Services on 1<sup>st</sup> March, 2018. Services were previously provided from two other locations—the Supreme Court and Civil Registry and Passport Office. An Information Paper was submitted to Cabinet in March, 2018 to inform them of the centralisation of services.

### Revenue Collection

All revenue collecting departments have been enabled to receive payment for any Government Service as identified as a quick win for operational efficiency in Cabinet Memo No. 298/2017.

### Redesign of Non-Legal Operational Components for Statutory Agencies

The Ministry of Finance has already conducted research on this matter and are now ready to hold discussions with the group that receive subventions from Central Government to ensure that the non-legal components of their operations are redesigned in comparison to the remainder of the Public Service.

### **Provision of Material Assistance Grants**

The Ministry of Health and Social Development provided financial assistance to 235 households to obtain building material to commence repairs to their homes.

### **Implementation of Vehicle Usage Policy**

Mid-April 2018, the Ministry of Communications & Works implemented a Vehicle Usage Policy for vehicles donated by the UK Government's Department of Foreign Investment Development which resulted in improved accountability and maintenance management.

### **Implementation of Vehicle Usage Policy – Existing Fleet**

The Ministry of Communications & Works created a Vehicle Usage Policy for all Government fleet vehicles, to be managed by Facilities Management Unit which will improve accountability and maintenance management. The ministry has dialogued with the Ministry of Finance and fully implemented the initiative on 1<sup>st</sup> July, 2018.

### **Ceremony to Recognise Stellar Departments and Official Launch of the Public Service Transformation Initiative**

The Deputy Governor spearheads the transformation of the Public Service initiative which will bring the Virgin Islands Public Service to world-class standards.

A ceremony to recognise stellar departments and officially launch the Public Service Transformation Initiative was held in March at the Tortola Pier Park. Following the September 2017 hurricanes, the event was designed to bring all public officers together to extend gratitude for the work they do, and to provide more information regarding the on-going Transformation Initiative.



Department Heads under the Ministry of Communications and Works

To promote and provide detailed information to the listening public and public officers, discussions on the Public Service Transformation Initiative were conducted by the Deputy Governor via radio and internet-based talk shows. Guest appearances were made on ZBVI Radio (780AM) and CBN Radio (90.9FM).

1. 20<sup>th</sup> March – ‘Honestly Speaking’ hosted by Mr. Claude Skelton-Cline
2. 21<sup>st</sup> March – ‘BVI Have Your Say’ hosted by Mr. Doug Wheatley and Mr. Natalio Wheatley (Sowande Uhuru)
3. 22<sup>nd</sup> March – ‘Umoja’ hosted by Mr. Cromwell Smith (Edju En Ka)
4. 24<sup>th</sup> March – ‘Stay Woke’ hosted by Ms. Zoe Walcott
5. 14<sup>th</sup> April – ‘Pulse VI’ with the Pulse VI team

To engage, inform and keep the Public Service involved, the Deputy Governor issues monthly messages.

## Monthly Messages

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To ensure information is relayed to public officers and the public about what is happening in the Office of the Deputy Governor and throughout the Public Service, the Deputy Governor issues a monthly message. Each message focuses on a different topic but relays information on an important area involving the Public Service.

In March, the Virgin Islands community was offered written words of comfort on the 6<sup>th</sup> month anniversary of the worst combination of hurricanes and storms ever experienced in the Virgin Islands and the entire Atlantic. A copy is attached at **Appendix A**.

In April, a video message titled ‘Inside the Governor’s Group’ focused on the Public Service Transformation Initiative and its importance was created. The video can be viewed online by visiting: [https://www.youtube.com/watch?v=hU\\_dIBm6tzU&t=28s](https://www.youtube.com/watch?v=hU_dIBm6tzU&t=28s).

In May, the views and opinions of public officers describing the importance of the Public Service Transformation Initiative were solicited. The video message for May’s Monthly message can be viewed online by visiting: <https://www.youtube.com/watch?v=v3uyINOjQNK&t=65s>

In June, public officers were offered an extensive list of 30 Professional Tips offering advice in several areas including self-development and work ethic.

In July, 40 professional tips and advice which were received from professionals throughout the Public Service were combined to create the July monthly message.

## Monthly Message Topics at A Glance:

**March** – Written Message: Message of Gratitude to the Public Service (Appendix A)

**April** – Video Message: Inside the Governor's Group - Deputy Governor's Monthly Message for April ([https://www.youtube.com/watch?v=hU\\_dIBm6tzU&t=28s](https://www.youtube.com/watch?v=hU_dIBm6tzU&t=28s))

**May** – Video Message: Why is the Public Service Transformation Important? (<https://www.youtube.com/watch?v=v3uyINOjQNk&t=65s>)

**June** – Written Message: 30 Professional Tips by the Deputy Governor  
<https://www.facebook.com/DeputyGovernorBVI/photos/a.1758845307485558/1845202918849796/?type=3&theater>

**July** – Written Message: 40 Professional Tips by the Public Service  
<https://www.facebook.com/DeputyGovernorBVI/photos/a.1758845307485558/1911015845601836/?type=3&theater>

Another form of communication used to inform public officers of policy or legislation matters affecting the Public Service is the usage of informational circulars.

## Circulars

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The Deputy Governor is responsible for relating to the Public Service, matters of new policy and updates affecting the working lives of each public officer. Copies of these circulars are included as **Appendix B**.

Circular No. 2 of 2018 titled Tsunami Simulation Exercise "Caribwave18" issued on March 13, 2018, informed and encouraged public officers on the importance of participating in the CaribWave 18 tsunami simulation exercise coordinated by the Department of Disaster Management.

Circular No. 3 of 2018 titled Public Service Transformation Initiative Launch issued on 26<sup>th</sup> March, 2018 gave an overview of the event and informed public officers of their mandatory attendance.

Circular No. 4 of 2018 titled UK Sanctions and Anti-Money Laundering Bill and Public Officers Right to Assembly issued on 16<sup>th</sup> May, 2018 provided a background to the discussions on the Bill and informed public officers of their rights of assembly as laid out in the Virgin Islands Constitution Order (2007).

Circular No. 5 of 2018 titled Public Officers' Right to Assembly – Marches and Protests issued on 31<sup>st</sup> May, 2018 informed public officers of their rights of assembly as laid out in the Virgin Islands Constitution Order (2007).

Circular No. 6 of 2018 titled One Year Anniversary of Hurricane Irma – Service of Thanksgiving, Reflection and Restoration encouraged public officers to attend the commemorative service on the occasion of the “First Anniversary of Hurricane Irma” and informed of the early closure of Government offices, with the exception of essential services, to allow public officers to attend the momentous event.

To keep abreast of regional and international best practices, the Deputy Governor attends meetings, some of which are mandatory in the role.

## Overseas Meetings and Conferences

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Overseas meetings and conferences present opportunities for training, gathering information, gaining exposure to new and exciting ways to conduct business for the public, and most importantly, networking and establishing lasting partnerships.

### Heads of Public Service (HOPS) Conference



The Deputy Governor attended the Heads of Public Service (HOPS) Conference in London from 16<sup>th</sup> – 20<sup>th</sup> April. The meeting provided Deputy Governors of all UK Overseas Territories an opportunity to discuss the on-going Conflict, Stability and Security Fund (CSSF) programme, public sector reform efforts, as well as their own challenges, and offered an opportunity to network and share best practices.

The meeting also served as the Deputy Governor's formal introduction to the Foreign and Commonwealth Office in his new role. The meeting included visits with Lord



Andrew Dunlop, (former Government Minister); Mr. Robert Chuck, Deputy Director of Civil Service Talent; Ms. Tina Hamilton and Ms. Janet Rodemark, Head of the Caribbean Team at the Foreign and Commonwealth Office; Mr. Benito Wheatley, Director and UK/EU Representative of the BVI London Office; and Ms. Kindra Pickering, one of the public officers currently studying in the UK.

At the HOPS Conference, discussions about what worked, what lessons have been learned, and what the priorities should be going forward for each Territory also took place.

The agenda covered:

- Summary of public sector challenges and priorities across the territories, particularly in a post-crisis content;
- International perspectives on Civil Service;
- Developing capacity in Public Services (Governance – Proprietary/ethics and talent management);
- Developing capacity in public financial management;
- Brexit implications, discussion and legislative update;
- Saving money for the taxpayer – Good procurement practice;
- Anti-corruption;
- Child safeguarding: Supporting territories to Strengthen systems;
- Prison reform – A partnership approach;
- Disaster management;
- The value of staff surveys; and
- Home Office Overseas Territories Coordination Unit.

The total shared cost between the BVI Government and the UK Government to attend this conference was approximately \$10,393.88USD which included airfare, accommodations and subsistence.

### Caribbean Centre for Development Administration (CARICAD)



The Deputy Governor travelled to Jamaica from 25<sup>th</sup> – 29<sup>th</sup> June to attend the 35<sup>th</sup> Annual Caribbean Centre for Development Administration (CARICAD) Board Meeting and the 5<sup>th</sup> Annual Caribbean Leadership Project Symposium in Jamaica.



During this visit, a meeting with Mr. Maurice Barnes of eGov Jamaica Limited took place and provided tips and guidelines to assist with the proper implementation of an e-government platform for the Public Service of the Virgin Islands.

Upon returning from the CARICAD conference, visions for the future state of the Public Service and the Territory were enlightened and renewed. Conversations about the progression of the Caribbean and a new outlook for the year 2030 began.

The total shared cost between the BVI Government and the Board of CARICAD to attend this meeting was approximately \$4,057.94 which included airfare, accommodations and subsistence.

## Local Meetings and Conferences

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The Deputy Governor hosts several local meetings for Senior Managers', Heads of Departments, E-Government Steering Committee, District Officers' and Financial Investigation Agency Board. In August, a meeting was held to discuss and provide updates on the Border Security Plan with vital border security agencies including HM Customs, BVI Ports Authority, Immigration Department, BVI Airports Authority, HM Prisons and Police.

Additionally, the Deputy Governor attends meetings to discuss varying topics such as relationships between the private and public sectors and statutory agencies and private sector businesses. For instance, a meeting was attended hosted by Green VI titled Bug Out Stakeholders Meeting to discuss the importance of mosquito eradication. Similar meetings hosted by Green VI to discuss refurbishment of museums throughout the BVI also took place.

Local conferences that prove beneficial to the business of the Public Service are also attended.

### Senior Managers Meetings

The Deputy Governor serves as the reporting head of all Senior Managers. To ensure the Public Service is functioning in a manner that promotes productivity, partnerships and the values of integrity in public life, the Deputy Governor holds monthly meetings on the first Friday of each month with the Senior Management Team of the Public Service. The Senior Management Team is comprised of the Deputy Governor, Financial Secretary, all Permanent Secretaries, Cabinet Secretary and the Director of Human

Resources. Outlined below are the main topics discussed at each of the monthly meetings held from March to June 2018. There was no formal meeting in August, however, discussions were held through various communication mediums.

#### Topics Discussed in March:

1. Transformation of the Public Service

#### Topics Discussed in April:

1. Ministerial Updates on Public Sector Transformation
2. Update on Cruise Readiness Project
3. Upcoming Heads of Department Meeting
4. 2018 Disaster Preparedness
5. Update on 2018 Budget

#### Topics Discussed in May:

1. Discussion: UK Public Register – Beneficial Ownership
2. Development and Recovery Agency
3. Ministerial Transformation Plans
4. 2018 Performance Objectives
5. 2018 Public Service Week

#### Topics Discussed in June:

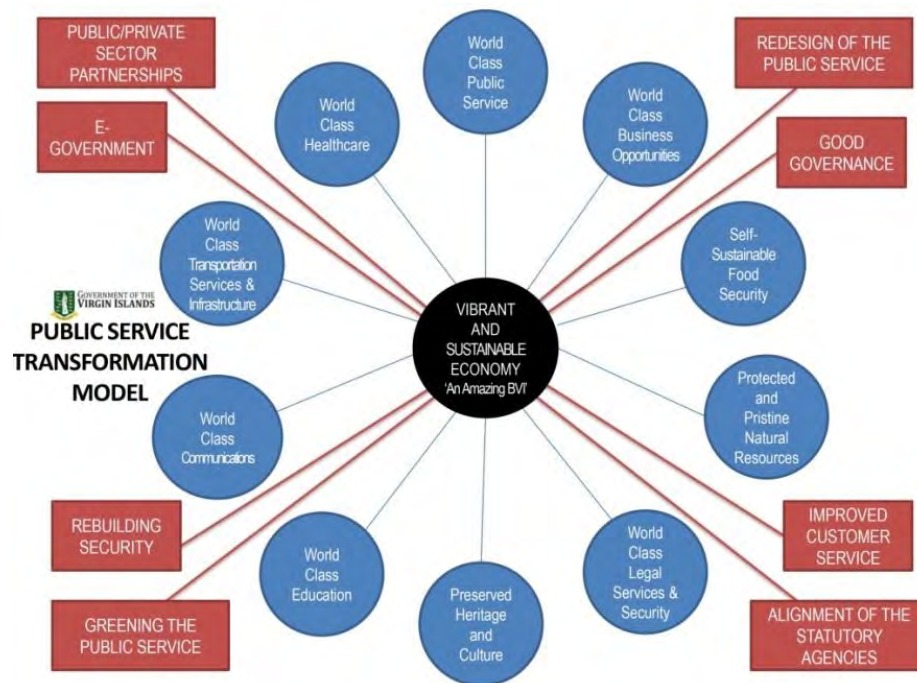
1. Role of Senior Managers in the Transformation, Recovery and Development Agenda for the Public Service and the Territory

### Public Service Transformation Visioning Day

As an alternative to the July Senior Managers' Meeting, the Public Service Transformation Visioning Day was held on Friday, 13<sup>th</sup> July, 2018, as a day of visioning surrounding the Public Service Transformation Model. Using the Transformation Model, measurable future states were defined from the economic areas (blue circles) relating to ministries and departments and agreed by the leaders within the Public Service.



The Public Service Transformation Model was developed to provide a visual display of the Public Service Transformation Initiative. It shows the relationship between the broad strategies of the initiative and the overall economic benefits that will be garnered by the Territory when the initiatives are implemented successfully.



The outcome of the day was accomplished through visioning sessions. Groups were established, headed by a group leader and tasked with creating single or multiple visions to be voted on by all participants. The vision statement most identified by the participants was agreed as the main vision for the specific economic area. Plans on what the future state of the Public Service would look like in 2030 were also agreed. Each visioning group was also asked to identify short-term (12-month) initiatives to advance towards the future state of the identified economic area. The future state for the Public Service identified from the Visioning Day is as follows:

#### Future State (2030):

- A Green Public Service with reliance on 85% green energy sources, using only sustainable and recyclable materials with an established waste to energy strategy.
- A robust governance framework embedded in the Public Service allowing for transparency, accountability, openness, fairness, objectivity, honesty, selflessness, political impartiality, apolitical, leadership and integrity in conducting business in public life.
- A talent management programme where all public officers are afforded the opportunity to reach their fullest potentials through learning and development opportunities.

- d. A global exemplar in customer service with a Public Service organisation that provides accessible, professional, streamlined services that exceed customer expectation.
- e. Clear and transparent guidelines with streamlined services, laws and processes.
- f. An organisation that embraces innovation, technology and provides value for money.
- g. An organisational structure that facilitates the effective delivery of services in a timely manner according to published standards.
- h. An environment which provides growth, professional development and competitive benefits.
- i. Fully automated services to the public using an e-government platform.
- j. An embedded culture of national justice.
- k. Trained officers who are fit for purpose, accountable, competent, efficient and responsive.
- l. Employees who are motivated and feel valued allowing them to offer dedicated, selfless service to the organisation.
- m. Centralised childcare centres and a gym on the premises of the Central Administration Complex for public officers.
- n. An internationally recognised organisation ranking between number 1 and 5.

### Heads of Department Meeting

The first Heads of Department meeting conducted since taking office was held on Friday 13<sup>th</sup> April, 2018 at the Government House Reception Hall. It commenced at 9:00 a.m. and concluded at 11:00 a.m. These meetings are held quarterly with the next meeting scheduled to take place in mid-September.

Topics discussed in April:

1. Reflection of Mr. Elton Georges, CMG, OBE by Permanent Secretary, DGO – Mrs. Carolyn Stoutt Igwe
2. Introduction of Senior Managers by Ministerial Human Resources Managers
3. Public Sector Transformation and Introduction of the Public Service Transformation Model by Mrs. Michelle Donovan-Stevens, Director, Department of Human Resources, Ms. Abbarah Brown, Personal Assistant to the Deputy Governor and Mr. David D. Archer, Jr., Deputy Governor
4. Human Resources Reports by Mrs. Michelle Donovan-Stevens, Director, Department of Human Resources and Ms. Kaisa Penn, Human Resources Manager, Organisational Development and Workforce Planning

## E-Government Steering Committee Meetings

The purpose of the E-Government Steering Committee is to discuss, plan and implement the e-government platform for the Public Service. The members of the steering committee were selected and assigned by the Deputy Governor in collaboration with the Premier's Office which leads this component of the Transformation Initiative. Each member serves an important role in the planning and implementation of the e-government platform. Meetings were held on 6<sup>th</sup> February, 23<sup>rd</sup> March, 6<sup>th</sup> May and 19<sup>th</sup> June, 2018.

Members of the Steering Committee are:

1. Junior Minister for Trade and Investment Promotion, Hon. Marlon Penn
2. Deputy Governor, Mr. David D. Archer, Jr.
3. Financial Secretary, Mr. Glenroy Forbes
4. Acting Permanent Secretary, Premier's Office, Ms. Dawn J. Smith
5. Acting Permanent Secretary, Deputy Governor's Office, Mrs. Carolyn Stoutt Igwe
6. Permanent Secretary, Ministry of Communications & Work, Mr. Anthony McMaster
7. Acting Deputy Secretary, Ministry of Communications & Works, Mr. Andrew St. Hilaire
8. Director of Information Technology, Mrs. Anna-Belle Skelton Malone
9. Deputy Director of Information Technology, Ms. Lucia Donovan
10. Chief Records Management Officer, Mr. Christopher Varlack
11. Programmer III, Department of Information Technology, Mr. Craig Creque

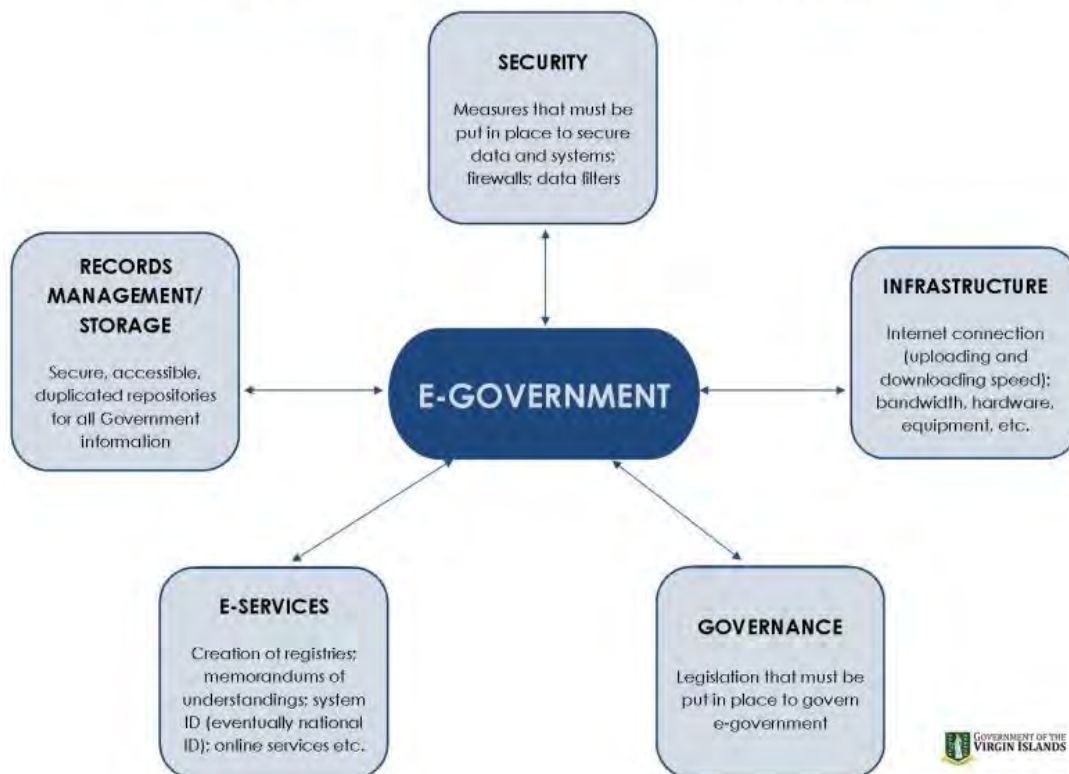
E-Government consultants were invited to meet the Steering Committee on 19<sup>th</sup> June. Dr. Ian Levy, Technical Director of the National Cyber Security Centre (NCSC) and Mr. Harry Wearne, Technical Director for Incident Response within the UK National Cyber Security Centre offered advice and suggestions to the Steering Committee regarding the implementation of the e-government platform for the Government of the Virgin Islands.

The E-Government Model shown below indicates the major components of the overall platform. These components serve as the main focal point for the strategic implementation:

1. Security: Measures that must be put in place to secure data and systems; firewalls; data filters
2. Infrastructure: Internet connection (uploading and downloading speed); bandwidth, hardware, equipment, etc.

3. Governance: Legislation that must be put in place to govern e-government
4. E-Services: Creation of registries; memorandums of understandings; system ID (eventually national ID); online services, etc.
5. Records Management/Storage: Secure, accessible, duplicated repositories for all Government information

### MAJOR COMPONENTS OF E-GOVERNMENT MODEL



### FinTech Immersion Conference

On invitation from the Premier's Office, the Deputy Governor played an advisory role in the implementation of the first FinTech Immersion Conference facilitated by Professor Keith Carter of the National University of Singapore. The conference allowed private and public sector leaders the opportunity to be exposed to the world of digital technology. The conference covered the following subjects and involved a special session with the managers of the Public Service and Members of the Cabinet:

1. Strategy development best practices and cases;
2. Blockchain, ICOs, Exchanges, Artificial Intelligence;
3. Wealth and job creation opportunities for countries that can pivot;
4. Monetising data and developing unique funding streams;
5. Actionable Intelligence eco-system for data-driven decision making;



6. Possibilities and Roadmaps;
7. Digital disruption: How countries are leaping forward;
8. Increasing capacity and profitability, up-skill the population to compete in the new internet economy; and
9. Cybersecurity: The fit with customer journey and constituent support.

## Policy Matters Advanced for Decisions

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In relation to the Public Service Transformation Initiative, the Deputy Governor in collaboration with the Acting Permanent Secretary in the Office of the Deputy Governor advanced policy matters to Cabinet for decisions geared towards greater efficiency, improved customer service and the overall strategic direction of the Public Service.

### Completed Policies

#### **1. Centralisation of Apostilles Services**

This occurred on 1<sup>st</sup> March, 2018. Apostille services were offered by a total of three offices prior to the passage of the 2017 hurricanes. As part of the Transformation Initiative, it was decided that centralisation of the services was necessary.

#### **2. Emergency Communications and Hazard Monitoring Networks**

This policy sought approval to expedite the public tender process. This will allow for the accelerated procurement of equipment needed to re-establish the Territory's emergency communications and hazard monitoring networks that were destroyed by Hurricanes Irma and Maria.

#### **3. Declaration of Spaces for Magistrate's Court to be held on Tortola**

An order was established to revoke the Magistrate's Court Order, 2008 which declared places where the Magistrate's Court could be held. Approval was sought for the Magistrate's Court Order, 2018 which provides for additional places where the Magistrate's Court could be held with greater flexibility.

#### **4. Strategic Direction for an Improved Public Service – Deputy Governor's Office**

Approval was sought to approve the strategic direction for an improved Public Service under the theme, "A stronger more resilient, more effective, Public Service".

#### **5. Engagement and Motivation of the Public Service**

Notice regarding the development and implementation of a staff survey to gather current data on public officers' thoughts about their job engagement, the impact of

the transformation process on public officers, and how to further transform the Public Service to be stronger, more resilient and more effective.

#### **6. The Virgin Islands Hazard Impact Preliminary Readiness Report**

This report was prepared to review the readiness of the Territory and agree on the strategic priority areas to be addressed prior to the peak of the 2018 hurricane season.

#### **7. Disaster Management (Amendment) Act, 2018**

Approval was granted to amend the Virgin Islands Disaster Management Act, 2017 to expedite the removal of derelict marine vessels from the Territory.

#### **8. Development of an Estate Plan for Prioritising Critical Assets**

The estate plan provided assessment and repair recommendations (short and long-term) for the estates that house the emergency services and border protection agencies.

#### **9. DDM Smart App by Digicel**

Approval was received for the creation and launch of the app by the Department of Disaster Management to provide live notifications of weather conditions in the BVI.

#### **10. West End Ferry Terminal and Office Accommodations**

The national security risk to employees working at the West End Jetty was identified, and a plan for better accommodation is being agreed.

#### **11. Public Service Customer Service Virtual Mailbox**

This initiative will offer an outlet for clients to provide feedback on the service they receive from Government officers and offices.

#### **12. Charter for the Public Services of the Caribbean Community**

This document is designed to identify the constituents of a professional and effective public sector. The CARICAD (Caribbean Centre for Development Administration) charter for its member states is designed to aid Public Services in the development as well as improve managerial abilities while transforming and modernising. The Government provided feedback on the contents of the Charter.

Although some policies have already been approved, there are a few that are still being reviewed by the requisite authorities. Some of those policies are presented below.



## Policies Being Reviewed

### **1. Witness Anonymity Legislation – DPP**

Legislation is being considered to enable a witness in criminal proceedings to be granted anonymity when giving evidence before a court. This is due to a reasonable fear on the part of the witness or another person of death, injury, retaliation, recrimination or oppression or serious damage to property, if the witness is identified.

### **2. Interim Public Service Transformation Plan**

The Interim Public Service Transformation Plan provides guidance to all relevant stakeholders for the overall transformation process within the Public Service

### **3. E-Government**

An e-government platform will be developed to support a modern, effective, efficient Public Service organisation, allowing for the ease of conducting services offered by the Public Service.

### **4. Public Service Management Bill**

A comprehensive and modern Public Service management framework to establish appropriate mechanisms and structures. The bill will create broad policies on the employment, deployment and development of human resources, and the development of a management system in which the responsibility and capacity to make decisions are appropriately placed at various levels of management, guided by the principles of natural justice, separation of powers, rule of law, good governance and the fundamental rights and freedoms of individuals.

### **5. Freedom of Information Act**

This Act will serve to provide members of the public with the right of access to official documents of the Government and public authorities.

### **6. Public Service Transformation Visioning Day Report**

The completed Public Service Visioning Day Report will be presented to Cabinet for information, and to the Recovery and Development Agency to ensure true alignment with the Recovery Plan of the BVI. The information contained in this report will be utilised in each ministry and department to guide the development of strategic plans, work plans, and individual performance plans to ensure true buy-in for the visions created.

## **7. Integrity in Public Life**

The introduction of an Integrity in Public Life Act will provide for the establishment of an Integrity Commission for the purpose of establishing probity, integrity and accountability in public life. It will seek to preserve and promote the integrity of public officials and institutions.

## **8. Ministerial Code of Conduct**

The Ministerial Code is a document that sets out guidelines and standards for Government Ministers. It is expected that Ministers would execute their duties according to the highest standards of constitutional and personal conduct.

## **9. Purchase of Elections Technology (Voting Machines)**

Approval is being requested for the use of election technology (voting machines) for the 2019 General Elections.

## **10. Visa Waiver Policy**

Approval will be sought to strengthen the visa waiver policy and to create a one-stop shop for visa matters by transferring the processing of visa waivers to the Civil Registry and Passport Office.

## **11. Liquor Licence Bill**

The new Bill will seek to increase the number of sittings throughout the year and decrease processing time by appointing a licensing board to receive, review and make decisions on applications. Licenses are proposed to be valid for one year and will eliminate the need for temporary liquor licenses issued by the Governor.

## **12. Police Act**

The revised Police Act consolidates amendments, regulations and codes of practice, along with recent developments in police terms and conditions, advances in crime-fighting technology and the professionalisation of the constitutional role of the RVIPF.

# Appointments as Acting Governor

In accordance with Section 37 of the Virgin Islands Constitution Order, 2007 which states:

“During any period when the office of Governor is vacant, or the Governor is absent from the Virgin Islands or is for any other reason unable to perform the functions of his

or her office, the Deputy Governor shall, during Her Majesty's pleasure, act in the office of Governor and shall perform the functions of that office accordingly."

As such, Mr. Archer has served as Acting Governor for the periods:

- 29<sup>th</sup> March to 3<sup>rd</sup> April
- 4<sup>th</sup> April to 13<sup>th</sup> April (Deputy to Governor)
- 17<sup>th</sup> to 26<sup>th</sup> May
- 12<sup>th</sup> to 24<sup>th</sup> July
- 12<sup>th</sup> to 27<sup>th</sup> August

## Courtesy Visits

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In the role of Deputy Governor and Acting Governor, courtesy visits are needed. Courtesy visits are often made when dignitaries from other countries are visiting as a form of respect to the local authority. Additionally, some courtesy visits would provide opportunities to establish relationships that may benefit the Public Service in the future.

During the first month in office, the Deputy Governor paid courtesy visits to Ministers of Government, Members of the Judiciary, Senior Managers, and Heads of Departments, Units and Statutory Agencies under the Governor's Group. The intent was to foster a positive working relationship.

Additionally, courtesy visits with individuals and organisations, both locally and overseas, have taken place:

1. 8<sup>th</sup> March – Mr. Ruari Bourke, Secretary of BVI Bar Association and other members
2. 23<sup>rd</sup> March – Courtesy lunch with Justice David Chivers, Justice Vicki-Ann Ellis and Justice Kim Adderley
3. 4<sup>th</sup> April – Director, BVI Tourist Board, Mrs. Sharon Flax-Brutus
4. 5<sup>th</sup> April - Visited by the Lion's Club District Governor, Mr. Sherwayne Greenidge, President, Mr. Carvin Malone and other honourable members of the BVI Lions Club.
5. 13<sup>th</sup> April – Visited by Mr. Stephen O'Malley, Resident Representative of United Nations Development Programme (UNDP) who provided recovery support to the Territory

6. 15<sup>th</sup> April – Visited by Mrs. Valerie Martens-Monier, Conservator from CARBICA (Caribbean Regional Branch of the International Council on Archives) in support of Records and Information Management Month activities
7. 9<sup>th</sup> May – Visited by Mrs. Caroline Fawkes, Supervisor of USVI Elections, Mr. Wesley Willis, Business Development Manager of Elections Systems and Software, and Mrs. Sherry Mendges, Sales Support Specialist to give a brief overview of electronic voting systems.
8. 20<sup>th</sup> June – Courtesy visit and informative meeting with Incoming District Director of Toastmasters International for the Caribbean Region, Ms. Anita Ramprasad to discuss the possibility of creating a Toastmaster's Club within the Public Service
9. 12<sup>th</sup> July – Visited by Mr. Alex Musson, BVI Debt Advisor retained by the Government of the Virgin Islands to advise on debt related matters including debt raising in relation to the proposed UK guarantee.
10. 12<sup>th</sup> July – Visited by Mr. Vikas Dubey, Representative from NewGen Software (Coordinated by Archives and Records Management Unit)
11. 19<sup>th</sup> July – Visited by Be Voyageur LLC, a non-profit organisation that assists worldwide with recovery efforts after natural disasters
12. 20<sup>th</sup> July – Visited by Ms. Marie Legault, High Commissioner of Canada in Barbados

## Public Service Outreach

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Focusing and providing emphasis on service continuity, public officers' needs and concerns throughout the entire Public Service, inclusive of the Sister Islands, while ensuring relationships are established with public officers are important and crucial to the successful transformation of the organisation.

### Sister Island Visits

To make first-hand contact with public officers on the sister islands, the Deputy Governor travelled to the Sister Islands, Virgin Gorda in March and Jost Van Dyke and Anegada in April, to make note of the conditions after the hurricanes and to address issues and concerns public officers wished to discuss and bring to his attention.

### Visits to Displaced Offices

Several Government offices were identified as displaced or working under difficult conditions after the hurricanes. His Excellency the Governor and the Deputy Governor visited these public officers in March where they expressed gratitude to public officers

for the work they have been doing and to offer encouragement as the Public Service continues to work on making conditions better.

The offices visited on that day were:

1. Public Works Department
2. Water & Sewerage Department
3. Environmental Health Division
4. Public Health Unit
5. HM Customs
6. Inland Revenue
7. BVI Postal Services
8. Conservation & Fisheries
9. National Parks Trust
10. Library Services
11. Magistrate's Court
12. Premier's Office
13. Ministry of Natural Resources and Labour
14. Ministry of Communications and Works
15. Treasury Department
16. Department of Information Technology
17. Survey Department
18. Town & Country Planning Department
19. Land Registry
20. Ministry of Finance

Public Officers and the public are also kept abreast of happenings in the Office of the Deputy Governor and the Public Service with the establishment of social media accounts with Facebook, Instagram and Twitter.

## Social Media

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Regular postings are made on all accounts about happenings in the Public Service, the Office of the Deputy Governor, throughout the Territory, Caribbean and World. Be sure to like and follow his social media accounts.

Facebook - @DeputyGovernorBVI (<http://fb.me/DeputyGovernorBVI>)

Twitter - @DeputyGovBVI

Instagram - @DeputyGovernorBVI

## Community Outreach and Involvement

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The Deputy Governor continuously engages with non-profit and other community-based groups to offer his support. He has attended events and participated in activities including:

### Events

1. 8<sup>th</sup> March – BVI Finance: ‘Opportunities for the BVI in Asia Cocktail Event’ with speakers Mr. Ian Mann, Harneys and Ms. Dawn Smith, Ag. Permanent Secretary, Premier’s Office
2. 19<sup>th</sup> March – End of Term Dinner for Justice Barry Leon
3. 22<sup>nd</sup> April – BVI Earth Day Celebration
4. 5<sup>th</sup> May – Greencrete VI’s 5<sup>th</sup> Anniversary Celebration and Launch of New Products
5. 11<sup>th</sup> & 12<sup>th</sup> May – BVI Charter Yacht Society Mid-Year Charter Yacht Show
6. 9<sup>th</sup> June – Queen’s Birthday Parade Celebration
7. 14<sup>th</sup> June – Official Celebration for BVI Athletes
8. 15<sup>th</sup> June – Investiture Ceremony for Mrs. Monica Allen on receiving the British Empire Medal
9. 21<sup>st</sup> June – BVI Red Cross Medal for Service and Bravery Ceremony to show support to public officers who received awards for their service during and after the 2017 storms.
10. 2<sup>nd</sup> July – Territory Day Ceremony
11. 6<sup>th</sup> July – Anegada Community Meeting with His Excellency the Governor and the Department of Disaster Management
12. 21<sup>st</sup> August – Congratulatory Ceremony for Chevening Awards Recipients
13. 24<sup>th</sup> August – A Taster’s Delight Launch Event hosted by Tortola Pier Park

### Speaking Engagements

1. 29<sup>th</sup> March – Class of 2000 ‘Guess Who’s Coming to Dinner’ event
2. 6<sup>th</sup> July – Anegada Community Meeting hosted by the Department of Disaster Management and His Excellency the Governor
3. 22<sup>nd</sup> August – Virgin Islands CDM Strategy and Country Work Programme Stakeholder Consultation Opening Ceremony
4. 24<sup>th</sup> August – M.A.L.E (Mentoring Anointed Leaders Everywhere) Summer Camp 2018 as a guest speaker to offer words of encouragement
5. 26<sup>th</sup> August – Cane Garden Bay Baptist Church Rededication Ceremony

## Conclusion

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The contents of this report are meant to provide information on the operations of the Office of the Deputy Governor. There are a variety of good governance initiatives including the Ministerial Code of Conduct and Human Rights Commission that are currently being championed by this office. Along with those initiatives, the Public Service Management Bill, Integrity Commission, Register of Interests and Freedom of Information (FOI) Bill are priorities to complete the full circle of a good governance framework.

When this takes place, there will be a legal framework for the work of the Public Service and with FOI, the public will have the right to certain information which ensures a certain level of transparency and accountability within the Public Service. The composition of this report foresees that day and hopefully serves as a future model for the Public Service and its leaders.

A transformed Public Service remains a priority, as being between number 1 and 5 in the world in certain services is a vision to be achieved by the year 2030. With the human capacity within the Public Service and the continuous exposure to international best practices, the Public Service will get there! Transformational initiatives are already taking place and persons' eagerness to be better is evident. Service to clients is a priority and the e-government platform with a focus on digital services delivered is foundational to the success of the Transformation Initiative.

Notwithstanding, the approach to this transformation is to build people while simultaneously building programmes and projects. Long lasting change can only take place when the people driving the transformation also transform. The Public Service is on its way and the choice of not being successful is non-existent, because a successful service drives a successful economy. A stronger, smarter, greener, better and more efficient and effective BVI is therefore at the forefront of the work that must be done in the Public Service.

The successful relationship between ministries and departments with the Recovery and Development Agency is paramount to a transformed Public Service and a newly recovered and developed Virgin Islands. With the competence of Senior Managers, Department Heads and the body of public officers, there is confidence that the foundation for an exceptional Public Service has already been laid. The plan is to merge

this competence with a love for our clients and deliver services with pace, passion and empathy for those we serve.

Thank you for reading this report and should there be questions or comments about the contents of this report, please email the Deputy Governor at [DArcher@gov.vg](mailto:DArcher@gov.vg).

Thank you.

A handwritten signature in black ink, appearing to read 'D.A.', with a long horizontal line extending to the right.

David D. Archer, Jr  
**Deputy Governor**



# Appendices

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## **1. Appendix A – Deputy Governor’s Monthly Messages**

- a. March
- b. June
- c. July

## **2. Appendix B – Office of the Deputy Governor Circulars**

- a. Circular No. 2 of 2018 – Tsunami Simulation Exercise "Caribwave18"
- b. Circular No. 3 of 2018 – Public Service Transformation Initiative Launch
- c. Circular No. 4 of 2018 – UK Sanctions and Anti-Money Laundering Bill and Public Officers Right to Assembly
- d. Circular No. 5 of 2018 – Public Officers’ Right to Assembly – Marches and Protests
- e. Circular No. 6 of 2018 – One Year Anniversary of Hurricane Irma – Service of Thanksgiving, Reflection and Restoration



## DEPUTY GOVERNOR'S MONTHLY MESSAGE FOR MARCH

On this the 6-month anniversary of Hurricane Irma, I write to extend my regards, care and comfort to you, your families and the persons you interact with in the community. After six months, I was able yesterday to return to my home and sleep under my own roof, as construction continues. While I felt good about being able to do so, I know that there are also persons not as fortunate. I empathize with you!

Immediately, my mind and heart went to the Virgin Islands Community, but specifically, to you as Public Officers. I have heard of your stories of struggle following the recent hurricanes and I know for some persons regardless of age or grade, it has been and continues to be difficult. I understand you!

I am aware that notwithstanding any personal struggles you might have, you have been called upon to transform the Public Service. It is important for you to know that if we collectively push through any personal challenges and engage ourselves and others around us, we can achieve greatness. It is therefore possible while we work on our personal responsibilities, for us to build a Public Service which is stronger, more resilient, more efficient and ready to be ranked with other world class Public Services in the World. This is a challenge I know each Public Officer can rise to. I have the confidence in you!

As your new Deputy Governor, I am pleased to be leading you during this period. You also need to know that in order for us to have a greater Public Service, we all have to do our part which might not always feel comfortable; but as a Public Service family we will do great things together. I am confident the Public Service has the human resources capacity, intelligence and competencies for us to become greater. I will support you!

In the upcoming weeks, my goal is to utilise all possible mediums to let you know I care, expect greatness from you and will do my best to create and maintain a Public Service that allows you to grow, dream, think big, make mistakes, be encouraged and always receive a hand towards a brighter you, Public Service and Virgin Islands. I will work with you!

Please email me at [anewpublicservice@gov.vg](mailto:anewpublicservice@gov.vg) with your comments and feedback about transforming the Public Service. Continue to think highly about yourselves, the Public Service and the Territory of the Virgin Islands. I am here to serve you!

Sincerely,

**David DaCosta Archer, Jr**  
Deputy Governor



GOVERNMENT OF THE  
VIRGIN ISLANDS  
Office of the Deputy Governor

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# PROFESSIONAL TIPS

BY DEPUTY GOVERNOR

1. Always keep the customer as the focus when making decisions. Don't let the process distract you from your obligation to serve clients.
2. Never leave for tomorrow what you can do today. Be absolutely sure it cannot be done within the same day as the action affects someone's life.
3. When giving an answer of no, explain why. Persons have a right to know why you made the decision even if they do not agree.
4. View the development of your team as your most important role. Developing your team is also part of your "work" and should not be viewed as secondary.
5. Always see yourself in the role you want to become, and perform in your current role as if you have reached the next level.
6. Never be afraid to say I do not know or I need help. It is still professional to identify when you need support.
7. Find the people in your profession who are doing well and ask them to support you.
8. View your job as contributing to the overall success of your Territory.
9. As a public officer, my #1 role is to help people at all times.
10. Always research best practices in your field. Don't wait until you hear about it, research what is trending in your professional field.
11. Never forget to turn on your 'Out of Office' when on leave.
12. Return all telephone calls within 24 hours.
13. Without prompting, ask employees how they are doing.
14. Always ask for a deadline when given a task.
15. Ask your supervisor what is important to them and what they are trying to achieve.
16. When presenting an idea always have the pros and cons.
17. Your appearance is important when delivering the right message.
18. At the end of the day, you are always responsible for your own success.
19. Managers provide instructions while leaders inspire others to do.
20. Always anticipate where your supervisor is trying to go and present options before being asked.
21. Never try to just get by, do your task with a zeal for perfection.
22. Don't interrupt persons when they are speaking. Active listening requires patience.
23. Never use the word "but" after a compliment, it erases the strength and passion of the previous compliment.
24. To be a great leader, first serve someone else with all your might and grit.
25. Never be afraid to stand out and up for your beliefs, even if you stand alone.
26. Only share your most bizarre professional dreams with those who will support you. Keep quiet and work diligently on your plan of success.
27. Remember to thank those around you who helped in your achievements.
28. Never criticize your team publicly; you are actually criticizing your leadership.
29. Stop to celebrate small accomplishments as you work towards the bigger task.
30. Spend less time defending your work and more time perfecting your work.



David D. Archer, Jr.





GOVERNMENT OF THE  
VIRGIN ISLANDS  
Deputy Governor's Office

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# PROFESSIONAL TIPS

BY MEMBERS OF  
THE PUBLIC SERVICE

1. A light is only dim if it's shining on another light. It does not matter how dim a light is once in darkness it shines brightly.  
– Mr. Giovanni Herbert
2. Always answer all e-mails before the day is done, even if it's just an acknowledgement of the request. – Ms. Natalie Hodge
3. Always be inquisitive and try to learn new things. No matter how well you feel you know your job, there is always room to learn from others. – Mr. Patrick Ormond (via Facebook)
4. Always greet your clients with a smile, and make sure your attire speaks well of you. – Ms. Ziina Hanley
5. Always make a good first impression. – Mrs. Sharon Jennings
6. Always try to be a better version of yourself today than you were yesterday. – Mr. Anthony McMaster
7. Answer the phone with a smile. – Mrs. Helen Seymour
8. Be kinder than necessary, everyone you meet is fighting some kind of battle. – Ms. Kasla Penn
9. Be pleasant and respectful to your co-workers. – Ms. Theresa Penn
10. Be the best you that you can be; someday you will need someone like you. 'Maintain your professional posture at all times'.  
– Mrs. Michelle Donovan-Stevens
11. Be the excellence you want to experience. – Ms. Abbarah Brown
12. Be true to yourself. When making decisions, determine if doing something simply to satisfy a boss or a customer was the best thing to do versus actually doing the best thing. – Mr. Christopher Varlack
13. Be who you say you are both personally and professionally.  
– Ms. Cara Christopher
14. Character is who you are when no one is looking; integrity is your ability to say 'no'. – John Wooden – Mr. Christopher Varlack
15. Colossians 3:23 – "Whatever you do, work with all your heart, as working for the Lord, not for human masters." – Anonymous
16. "Don't take counsel of your fears or naysayers." – General Colin Powell – Ms. Dawn J. Smith
17. Don't whine about problems. Identify opportunities in the challenges and offer solutions. – Ms. Theresa Penn
18. Even if you don't win - keep a winning attitude. You may be your biggest enemy - Believe in yourself! Be your biggest fan!! Be proud of who you are - your journey and your story. – Ms. Linette Rabsatt
19. Every day, ensure you add value to someone's life either by resolving an issue within the realms of Government whether it's related to your office or not. It might be by providing a listening ear or through words of encouragement; however it is done, never complete your day unless you have contributed positively to someone's life.  
– Mr. Ronald Smith-Berkeley
20. Everyday this is what I start my day with: Proverbs 3:5 – "Trust in the Lord, oh my soul, and lean not on your own understanding, in all your ways acknowledge Him and He shall direct your path."  
– Dr. Marcia Potter
21. Everyone makes mistakes, but never try to hide them and ensure that when you do make a mistake, you learn from it. – Mr. Patrick Ormond (via Facebook)
22. Get involved in all activities in your office; it builds camaraderie and personal growth. – Mr. Vincent Wheatley
23. Give without expectations. – Mr. Cryton Brown
24. Good communication goes a long way. – Ms. Enid Lennard
25. "I am a proud Public Officer. I keep God first, not in the middle, not through the pile, not at the end, but first so that I always remember to put others first." – Mrs. Arlene T. Penn
26. I have shared this with my senior staff: "If you are going to achieve excellence in big things, you develop the habit in little matters. Excellence is not an exception, it is a prevailing attitude."  
General Colin Powell – Dr. Marcia Potter
27. Isaiah 58:6 – 9 "Is not this the kind of fasting (Public Service) I have chosen: to loose the chains of injustice and untie the cords of the yoke, to set the oppressed free and break every yoke?  
7 Is it not to share your food with the hungry and to provide the poor wanderer with shelter—when you see the naked, to clothe them, and not to turn away from your own flesh and blood?  
8 Then your light will break forth like the dawn, and your healing will quickly appear; then your righteousness will go before you, and the glory of the Lord will be your rear guard.  
9 Then you will call, and the Lord will answer; you will cry for help, and he will say: Here am I!"  
This has been my guide since the hurricane – Anonymous
28. James 1:5 – "But if any of you lacks wisdom, let him ask of God, who gives to all generously and without reproach, and it will be given to him." – Mrs. Carolyn Stoutt Igwe
29. Listen carefully. People want to be heard so you should give people a chance to explain their ideas properly. – Ms. Meredith Fahie
30. Maintain a positive attitude and inspire those around you.  
– Ms. Theresa Penn
31. Mediocrity is not a standard. Your work is a reflection of you and should always be done to the best of your ability.  
– Ms. Kedimone Rubaine
32. Never compromise your good work ethic because you never know who sees you as a role model. – Ms. Sandra Ward
33. "Never get so fascinated by the extraordinary that you forget the ordinary." – Magdalen Nabb – Dr. Marcia Potter
34. Pleasure in your job puts perfection in your work. – Ms. Cheryl Fahie
35. "Progress comes from intelligent use of experience." – Elbert Hubbard – Ms. Andra Phillip
36. Be careful when using a fullstop to make sure it doesn't convey a message of sternness or aggression. Look again at your message to make sure the fullstop doesn't make it sound unintentionally menacing or uptight. – Ms. Jennifer Flemming
37. "See the light in others, and treat them as if that is all you see."  
– Dr. Wayne Dyer – Mrs. Petrona Davies
38. Sometimes you have to walk away from a problem to see the solution. It takes little or no effort to "TRY". We just need some confidence to get going. – Ms. Linette Rabsatt
39. Treat every task you are given as though it is of the utmost importance and do it efficiently and to the best of your ability, however unimportant it may seem to you. It may be important to others for reasons you are not aware of; in other words, do your best. – Mr. Patrick Ormond (via Facebook)
40. Treat everyone you deal with with respect. Everyone gets frustrated from time to time but showing anger is unlikely to lead to the result you want. – Mr. Patrick Ormond (via Facebook)



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**OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 02 OF 2018**

**FROM:** Deputy Governor

**TO:** Attorney General  
Financial Secretary  
Cabinet Secretary  
Permanent Secretaries  
Heads of Department  
All Public Officers

**DATE:** 13<sup>th</sup> March, 2018

**SUBJECT:** Tsunami Simulation Exercise "Caribwave18"

Good day, this message is **important** and can be **lifesaving**; please take it seriously.

By now many of you will be aware that on 15<sup>th</sup> March, 2018 we are expected to join other Caribbean countries, as well as the United States and Canadian east coast states in the annual tsunami response exercise "Caribwave18".

This year's exercise simulates a 7.6 magnitude earthquake in the Mona Passage just west of Puerto Rico. **This is an important exercise for us considering our vulnerability to earthquakes and tsunamis.**

The DDM will be coordinating various components of the exercise, and every government ministry, department and statutory agency needs to participate. Survival during these sudden onset events is highly dependent on your level of preparedness.


Considering the frequency of earthquakes that occur in the BVI and in the wider Caribbean, the tsunami advisory that was issued most recently, and the heightened alert issued on 12<sup>th</sup> March to indicate increased activity with *Kick 'em Jenny* (submarine volcano located approximately 8 miles north of Grenada); it is important that participation is taken seriously.

If you have not yet registered for this exercise, please contact DDM at 468-4198 **urgently** to obtain information as it relates to this exercise and the various evacuation routes identified throughout the Territory.

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An accountability roll call will be done at the conclusion of the exercise. Let us ensure that we remain in a heightened state of readiness, and I look forward to full participation by all. Thank you.

I wish you the highest productivity for the balance of your day.



**David D. Archer, Jr.**  
**Deputy Governor**





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**OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 03 OF 2018**

**FROM:** Deputy Governor

**TO:** Attorney General  
Financial Secretary  
Cabinet Secretary  
Permanent Secretaries  
Heads of Department

**DATE:** 19<sup>th</sup> March, 2018

**SUBJECT:** Public Service Transformation Initiative Launch – 26<sup>th</sup> March, 2018

Good morning, I trust you had an enjoyable weekend and are motivated to serve with compassion, pride and energy.

As managers, your commitment to leading a transformed Public Service is critical if we are to be successful in achieving amazing results. We are in the process of transforming the Public Service, and you have been asked to lead this extremely important process.

To ensure you are fully prepared to lead the process and all public officers understand and buy-in to the concept, a ceremony is being planned to officially launch the initiative. The mandatory event is also designed to bring all public officers together to say thank you for the work they do, especially after the recent hurricanes. It is important that this is done.

The event is scheduled for Monday, 26<sup>th</sup> March, 2018 from 9:00 a.m. – 10:00 a.m. at the Tortola Pier Park lawn. The atmosphere will be a relaxed setting, filled with energy, enthusiasm and a renewed sense of direction for the Public Service. I trust you will see the importance of this event.

You are asked to encourage your staff to wear the team colours based on our Public Service Week teams, and you should ensure your staff assembles together with you at the event.

This event is mandatory for public officers except for essential services and teachers. Each office is asked to maintain a front level staff to provide answers to clients who may come to the office during the time of the event.

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Public Service Transformation Initiative Launch

19<sup>th</sup> March, 2018

Collectively, we will transform the Public Service one day at a time and one change at a time. I am excited to be your partner in this process.

Thank you for your support, and I look forward to seeing you and your teams at the event.

Sincerely,

A handwritten signature in dark ink, appearing to read 'D. Archer, Jr.', with a long horizontal flourish extending to the right.

**David D. Archer, Jr.**  
**Deputy Governor**





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**OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 04 OF 2018**

**FROM:** Deputy Governor

**TO:** Attorney General  
Financial Secretary  
Cabinet Secretary  
Permanent Secretaries  
Heads of Department  
All Public Officers

**DATE:** 16<sup>th</sup> May, 2018

**SUBJECT:** UK Sanctions and Anti-Money Laundering Bill and Public Officers'  
Right to Assembly

Good day public officers, by now you should be aware of the current discussions taking place regarding the captioned Bill.

The purpose of this communication is to provide a background to the discussions on the Bill and to inform you of your rights of assembly as laid out in the Virgin Islands Constitution Order (2007).

The UK Sanctions and Anti-Money Laundering Bill introduces measures to tackle criminal activities, including money laundering across international finance. The Bill has the following objectives:

- (1) To create powers for the government to make regulations to impose sanctions;
- (2) To allow financial, immigration, trade, aircraft and shipping sanctions to be imposed;
- (3) To allow for regulations to create exceptions and licences to allow activities to take place that would otherwise be prohibited or restricted by sanctions;
- (4) To have ministerial and judicial review processes to allow individuals and organisations to challenge sanctions imposed on them; and
- (5) To allow regulations to be made to update existing provisions on anti-money laundering and terrorist financing, particularly the Money Laundering Regulations 2017, to be updated after the UK's exit from the EU.

Following the escalating situation with Russia, the UK Government tabled amendments which would enable sanctions to be imposed for serious human rights violations. Additionally, an amendment included a requirement for the Overseas Territories to implement public registers of beneficial ownership by the end of 2020.

The Bill started in the House of Lords. The new amendment was passed in the House of Commons and the Bill is now awaiting consideration of the amendments within the House of Lords. The discussion and decision on the Bill in the House of Lords will be on Monday 21<sup>st</sup> May, 2018. Please visit <https://www.parliament.uk/education/about-your-parliament/how-laws-are-made/> for more information on the UK Parliamentary System and how Laws are made.

Regarding the current decision on the Bill, the Governor said, "I believe that the BVI is a well-regulated jurisdiction with an effective register of beneficial ownership (BOSSs) that is accessible by law enforcement. Since 2013, the BVI has made it clear that the jurisdiction is committed to implementing public registers when they become the global standard. "

In addition, the Premier said, "We cannot avoid the fact that this decision poses a significant reputational and economic threat to these islands and its financial services industry." He said the BVI has continued to meet information exchange and internal cooperation obligations to the UK and other countries to meet international standards throughout the international business industry. The current discussion around the Bill in the BVI has led to an a-political public protest being organised called the Decision March, on the foundation that if the Bill is passed, the imposition of an Order in Council to enforce the Bill is a breach of the human rights of the people of the British Virgin Islands and a violation of the constitutional freedom of the BVI to determine its financial future.

The Public Service acknowledges the importance of freedom of expression and of assembly and association which have been conferred on all persons by the Virgin Islands Constitution Order, 2007 (Sections 23 and 24). These freedoms are essential in a democratic society such as ours. But these rights are not absolute. In the case of Public officers, it is legally permissible for restrictions to be imposed on the enjoyment of these rights if those restrictions are reasonably required for the performance of their functions.

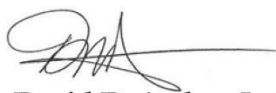
In light of the above and against the backdrop of the planned march scheduled for 24th May, 2018, public officers who intend to participate in the march are advised as follows:

- (1) The Public Service will remain open on the date of the march from 8:30 am to 4:30 pm.
- (2) Public officers wishing to attend the march may do so provided they have permission from their heads of Department, by obtaining leave in accordance with the established leave policies within the public service.
- (3) Heads of Departments should not withhold the request for leave unless the request affects the proper performance of the functions of their organisations.
- (4) Public officers who attend and participate in the march with the permission of their Heads of Departments will not be subjected to any organisational injustices from management or other public officers.
- (5) Public officers who feel they have been denied attendance to the march for reasons unrelated to the functioning of the organization should report the same to the Director of Human Resources.
- (6) Public officers who feel they have been subjected to organisational injustices from management or other public officers as a result of attending the march should report the same to the Director of Human Resources.

As Deputy Governor, I encourage public officers to be engaged in matters that could have impact on the Public Service, the Territory and themselves. Equally, I encourage exercising your constitutional and human rights.

The information provided is extensive and also serves as a reference document. If there is a need for further and personal clarity on the information provided, please email me at [DArcher@gov.vg](mailto:DArcher@gov.vg). Additionally, if departments wish to gather more information on the Bill, they may email the Assistant Secretary in the Premier's Office, Mr. Malvern Brathwaite at [MBrathwaite@gov.vg](mailto:MBrathwaite@gov.vg).

Thank you.



**David D. Archer, Jr.**  
**Deputy Governor**

**P.S. For ease of reference, the relevant sections (23 and 24) of the Virgin Islands Constitution Order, 2007 are included.**

**Section 23 (Protection of Freedom of Expression)** of the Constitution provides relevantly as follows:

- (1) No person shall be hindered in the enjoyment of his or her freedom of expression.
- (2) A person's freedom of expression includes freedom to hold opinions without interference, freedom to receive information and ideas without interference, freedom to disseminate information and ideas without interference (whether to the public generally or to any person or class of persons) and freedom from interference with his or her correspondence or other means of communication.
- (3) Nothing contained in law or done under its authority shall be held to contravene this section to the extent that it is reasonably justified in a democratic society-
  - (a) in the interest of defence, public safety, public order, public morality or public health;
  - (b) for the purpose of protecting the reputation, rights and freedoms of other persons, or the private lives of persons concerned in legal proceedings or proceedings before a statutory tribunals, preventing the disclosure of information received in confidence, maintaining the authority and independence of the courts, or regulating telecommunications, posts, broadcasting or public shows; or
  - (c) that it imposes restrictions on public officers that are reasonably required for the proper performance of their functions.
- (4) For the purposes of subsection (3), "law" in subsection 3 includes directions in writing regarding the conduct of public officers generally or any class of public officer issued by the Government of the Virgin Islands.

**Section 24 (Protection of Freedom of Assembly and Association)** of the Constitution provides relevantly as follows:

- (1) No person shall be hindered in the enjoyment of his or her freedom of peaceful assembly and association.
- (2) The freedom of peaceful assembly and association includes the right to assemble freely and associate with other persons and, in particular, to form or belong to political parties or trade unions or other lawful associations for the promotion of his or her interest.
- (3) Nothing contained in law or done under its authority shall be held to contravene this section to the extent that it is reasonably justified in a democratic society-
  - (a) in the interest of defence, public safety, public order, public morality or public health;
  - (b) for the purpose of protecting the reputation, rights and freedoms of other persons, or
  - (c) that it imposes restrictions on public officers that are reasonably required for the proper performance of their functions.



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**OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 05 OF 2018**

**FROM:** Deputy Governor

**TO:** Attorney General  
Financial Secretary  
Cabinet Secretary  
Permanent Secretaries  
Heads of Department  
All Public Officers

**DATE:** 16<sup>th</sup> May, 2018

**SUBJECT:** Public Officers' Right to Assembly – Marches and Protests

Good day public officers, the purpose of this communication is to inform you of your rights of assembly as laid out in the Virgin Islands Constitution Order (2007).

The Public Service acknowledges the importance of freedom of expression and of assembly and association which have been conferred on all persons by the Virgin Islands Constitution Order, 2007 (Sections 23 and 24). These freedoms are essential in a democratic society such as ours, but these rights are not absolute. In the case of public officers, it is legally permissible for restrictions to be imposed on the enjoyment of these rights if those restrictions are reasonably required for the performance of their functions.

In light of the above and against the backdrop of any planned marches or protests, public officers who intend to participate are advised as follows:

- (1) The Public Service will remain open on the date of marches and protests from 8:30 a.m. to 4:30 p.m.
- (2) Public officers wishing to attend marches and protests may do so provided they have permission from their Heads of Department, by obtaining leave in accordance with the established leave policies within the Public Service.
- (3) Heads of Departments should not withhold the request for leave unless the request affects the proper performance of the functions of their organisations.

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**Tel:** (284) 468-2195 | **Fax:** (284) 468-3198 | **Email:** dgo@gov.vg | **Website:** www.bvi.gov.vg

- (4) Public officers who attend and participate in marches and protests with the permission of their Heads of Departments will not be subjected to disciplinary action by reason of such attendance and participation.
- (5) Public officers who have been denied permission to attend and participate in marches or protests for reasons unrelated to the proper performance of their functions or the functioning of the Public Service should report the same to the Director of Human Resources.
- (6) Public officers who are subjected to disciplinary action in the Public Service for attending marches or protests should report the same to the Director of Human Resources.

As Deputy Governor, I encourage public officers to be engaged in matters that could have an impact on the Public Service, the Territory and themselves. Equally, I encourage exercising your constitutional and human rights.

If there is a need for further and personal clarity on the information provided, please email me at [DArcher@gov.vg](mailto:DArcher@gov.vg).

Thank you.



**David D. Archer, Jr.**  
**Deputy Governor**

P.S. For ease of reference, the relevant sections (23 and 24) of the Virgin Islands Constitution Order, 2007 are included. Circular No. 5 of 2018 Page 3

**Section 23 (Protection of Freedom of Expression)** of the Constitution provides relevantly as follows:

- (1) No person shall be hindered in the enjoyment of his or her freedom of expression.
- (2) A person's freedom of expression includes freedom to hold opinions without interference, freedom to receive information and ideas without interference, freedom to disseminate information and ideas without interference (whether to the public generally or to any person or class of persons) and freedom from interference with his or her correspondence or other means of communication.
- (3) Nothing contained in law or done under its authority shall be held to contravene this section to the extent that it is reasonably justified in a democratic society -
  - (a) in the interest of defence, public safety, public order, public morality or public health;
  - (b) for the purpose of protecting the reputation, rights and freedoms of other persons, or the private lives of persons concern in legal proceedings or proceedings before statutory tribunals, preventing the disclosure of information received in confidence, maintaining the authority and independence of the courts, or regulating telecommunications, posts, broadcasting or public shows; or
  - (c) that it imposes restrictions on public officers that are reasonably required for the proper performance of their functions.
- (4) For the purposes of subsection (3), "law" in subsection 3 includes directions in writing regarding the conduct of public officers generally or any class of public officer issued by the Government of the Virgin Islands.



**Section 24 (Protection of Freedom of Assembly and Association)** of the Constitution provides relevantly as follows:

- (1) No person shall be hindered in the enjoyment of his or her freedom of peaceful assembly and association.
- (2) The freedom of peaceful assembly and association includes the right to assemble freely and associate with other persons and, in particular, to form or belong to political parties or trade unions or other lawful associations for the promotion of his or her interest.
- (3) Nothing contained in law or done under its authority shall be held to contravene this section to the extent that it is reasonably justified in a democratic society -
  - (a) in the interest of defence, public safety, public order, public morality or public health;
  - (b) for the purpose of protecting the reputation, rights and freedoms of other persons, or
  - (c) that it imposes restrictions on public officers that are reasonably required for the proper performance of their functions.



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**OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 06 OF 2018**

**FROM:** Deputy Governor

**TO:** Attorney General  
Financial Secretary  
Cabinet Secretary  
Permanent Secretaries  
Heads of Department  
All Public Officers

**DATE:** 6<sup>th</sup> September, 2018

**SUBJECT:** One Year Anniversary of Hurricane Irma  
Service of Thanksgiving, Reflection and Restoration

Good day, today marks a very important day in the history of the Virgin Islands. It has been one year since our lives were significantly affected following the passing of Hurricane Irma.

On this background, the Government of the Virgin Islands will host a commemorative service on the occasion of the "First Anniversary of Hurricane Irma" today, Thursday, 6th September at the Central Administration Complex at 4:00 p.m. under the theme 'Service of Thanksgiving, Reflection and Restoration'. The event will be commemorated through a series of reflections including songs, dances and remarks.

To allow public officers to attend this momentous event, Government offices, except for essential services will close at 3:45 p.m. Each office is asked to maintain front level staff to provide assistance to clients who may come to the office during the balance of the workday.

I urge and encourage each public officer to attend and participate in this event as we take time to give thanks and reflect on the significance of this day. I use this opportunity today to also thank you for the work you have done in helping the Public Service and the Territory to recover, rebuild and develop.

I look forward to your attendance. Thank you.

David D. Archer, Jr.  
Deputy Governor



# RESILIENCE BEYOND RECOVERY:

*Securing our Sustainable Development*



**Medium Term Fiscal Plan  
2018-2020**

Government of the Virgin Islands



**MESSAGE FROM THE HONOURABLE PREMIER AND MINISTER OF FINANCE**

"Our Territory is at a critical juncture." Every year, at every presentation of the Medium Term Fiscal Plan and the Budget, these words are spoken. This year in particular however, they ring exceptionally loud and true. Following the unprecedented events of August and September 2017, we have made efforts to restore our Territory over the last months. We have truly embodied my earlier comments that as a Territory in September 2017 we were knocked down, but we were certainly not knocked out. Our greenery has gradually returned. Our electricity services have largely been restored. Individuals and families have been slowly able to make repairs to their homes and businesses. As the words of our Territorial Song sing, these green shoots have "replenish[ed] our hopes and pride."

Of our challenges, we have surpassed many. Still, many remain to be surpassed. This Medium Term Fiscal Plan (MTFP) presents the fiscal and economic context within which we make decisions to continue our forward movement in building "Resilience beyond Recovery". Over the last several weeks, we have sought your input and advice to inform our Draft Recovery and Development Plan. We have been hearing you. We will listen to you and present our full Plan for the Territory's Recovery and Development, having taken your comments and contributions into consideration.

As such, this MTFP is set out to ensure that Government operations can continue over the next year through the Budget, and presents the broad strokes of our Plan going forward. As is customary, the MTFP will be revised and refined for the 2019-2021 Budget. That updated version will be further informed by your comments and contributions, and critically, by the finalised Recovery and Development Plan.

We have recognised that the passage of 2017's storms have mandated that as a Government, we do certain things differently. As such, this MTFP incorporates a Fiscal Strategy which includes increasing revenue from financial services through the already implemented changes in company fees, as well as improving expenditure efficiency on Government's new contractual obligations.

Recognising that the required investment to restore our infrastructure sustainably and resiliently is immense, this MTFP also anticipates borrowing to complement our increased and recovering revenue, some of which we endeavour to obtain through additional grants. We will borrow only to a sustainable level – i.e. to a reasonable level which we will assuredly be able to repay. We will do this because we recognise that borrowing today means repaying tomorrow. We must do this though, because where we are unable to relatively quickly restore our infrastructure, we risk losing our business and our standard of living to competitors. I hope that you take the time to digest the contents of this document, as we work towards building the Virgin Islands "stronger, smarter, greener and better" and focus on securing our Territory's "Resilience beyond Recovery".

  
Dr. the Honourable D. Orlando Smith, OBE

## INTRODUCTION

The year 2017 has been etched into the history books and historical consciousness of the Virgin Islands and its people as a particularly challenging one, marked by the unprecedented trio of events of August and September; namely the torrential rain and floods of the August tropical wave, and the passage of the two Category V hurricanes Irma and Maria in September. This unprecedented trio has caused over an initially estimated \$3.6 billion in damages and losses to the Territory, constituting more than 3.5 times the size of our economy at the end of 2016. This, all in the context of significant political and socioeconomic challenges globally.

It has become clear that moving forward we will necessarily have to do things differently. We must rebuild the Virgin Islands, “stronger, smarter, greener and better” as embodied in our Recovery and Development Plan, able to withstand the challenges that lie ahead. We must move “Beyond Recovery”; and make decisions now that will set the pace for our development in the medium and longer-terms, and strengthen our resilience to economic and environmental impacts that will undoubtedly form part of our developing future.

This Medium Term Fiscal Plan (MTFP) complements the Virgin Islands’ Recovery and Development Plan, giving more detail on the economic and fiscal context of our recovery and development strategies over the next three years (2018-2020). As such, in the Virgin Islands’ post-trio reality, the MTFP continues to serve the following purposes; namely to:

- Assess the macroeconomic performance and fiscal sustainability of the Territory based on past trends and future development priorities;
- Provide a clear link between our recovery and development strategies and our fiscal obligations;
- Promote fiscal discipline by establishing specific targets and strategies for revenue collection, expenditure prioritisation, and debt management which will grow revenue, prioritise expenditure, and maintain sustainable levels of debt;
- Manage fiscal risk by closely examining our current and future debt obligations based on development objectives and forecasted fiscal space;
- Provide transparency and accountability in managing the affairs of the Territory;
- Support our multi-year, programme performance-based budget process by providing the framework for medium-term planning; and
- Guide our decisions in promoting effective and efficient allocation of resources.



The MTFP contains:

1. **Economic Review and Outlook** summarising our recent economic performance and outlining our predicted macroeconomic performance in the medium term, specifically analysing Gross Domestic Product (GDP) growth, inflation and employment. The economic trajectory of the Territory has shifted given the impacts of the unprecedented trio.
2. **Recovery and Development Strategy** presenting the GoVI's recovery and development priorities based on the Recovery and Development Plan, demonstrating linkages with our medium-term strategy which embodies Social, Economic, Environmental and Direction/Governance dimensions.
3. **Fiscal Review** summarising the recent performance of revenue, recurrent and capital expenditure, and debt.
4. **Fiscal Strategy** explaining and demonstrating the expected results of our strategy to ensure fiscal sustainability in the medium-term, which involves generating increased revenues, improving expenditure efficiency, and maintaining sustainable debt levels.
5. **Ratio Analysis** demonstrating the performance of our key ratios of net debt, debt servicing, and liquid assets, which indicate our fiscal sustainability in the medium term, and our trajectory of securing compliance with the borrowing limits in the Protocols for Effective Financial Management.
6. **Budget Framework** presenting aggregate figures for revenue, expenditure and debt which set the framework for the 2018 Budget.

## ECONOMIC REVIEW AND OUTLOOK

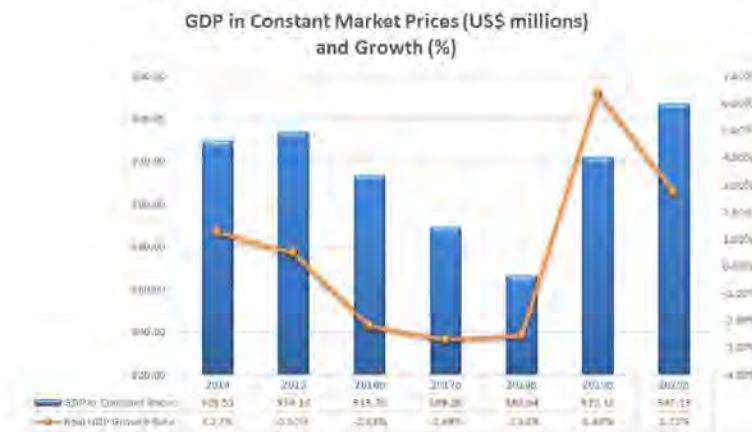
Over the last two years, the Virgin Islands economy has not been immune to economic challenges, with several shocks observed. In 2016, public relations and regulatory pressures affected our financial services industry while growth in tourism helped to cushion any negative impacts on the overall recovery. In quite the reversal of roles, the natural disasters of 2017 wreaked significant impacts on the tourism industry in particular, with business continuity in the financial services industry assisting in buoying the economy and Government finances as recovery efforts unfold and take hold.

The resilience of our economy has been tested. Global politicoeconomic dynamics and climate change have gone beyond our doorstep and have driven right into the center of our living rooms, obliterating our front doors in the process and destroying much of what made us feel safe and secure. We must rebuild, conscious of our new reality. As we move forward in rebuilding “stronger, smarter, greener and better,” it is clear that the open and vulnerable nature of our economy demands diversification in a global context of uncertainty and ever-shifting dynamics. As we shore up and buttress our two main economic pillars of tourism and financial services, we will also look towards future diversification and innovation in traversing this new global reality.

### *Economic Growth*

The Virgin Islands economy reached a peak of \$934.2 million in Real GDP in 2015, marking an increase of 0.5% in comparison to 2014 real GDP (Figure 1). Economic growth observed in 2015 and performance in 2016 was driven mainly by growth in the tourism industry: including hotels, charter boats, and transportation, alongside increases in construction, telecommunications, real estate and Government investment.

Figure 1. Real GDP and Growth, 2014-2020p





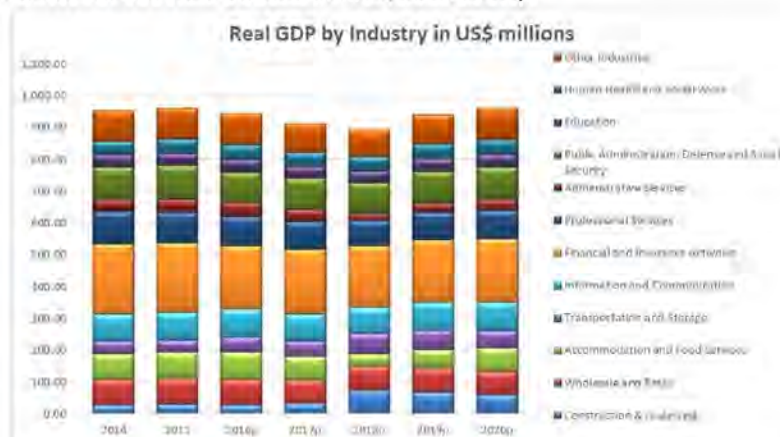
We expect that real GDP declined in 2016 by approximately 2.18%. This projected decline was driven by a combination of factors, namely the effects of unwarranted negative attention from the Panama Papers leak and correspondent bank de-risking on our financial services industry, increasing global economic uncertainty following the UK's decision to leave the European Union, and strong regional competition in tourism.

While declines in growth are expected for financial services and related industries in 2016, slight positive growth is expected in the hotels and charter boat industries in 2016, helping to cushion that decline. In 2017 and 2018, it is expected that financial services as well as increased construction activity will cushion the significant declines in the tourism sector caused by the impacts of the unprecedented trio. It has been heartening to observe the resiliency of the financial services sector following the floods and hurricanes, as while businesses have had to temporarily relocate, business activity in terms of incorporations and re-registrations have largely continued unabated.

Over the last several months, we have worked to shore up the financial services industry through product enhancement, widened marketing efforts, and improved Government processing and approval processes. We expect these efforts as well as improving consumer confidence in our source markets, and increased construction activity to fuel economic performance as the Territory recovers. A renewed growth trajectory is expected to take hold in 2019 and beyond. Public investment in repairing and rebuilding our road infrastructure network, schools and sea ports is expected to help in buttressing economic performance in the short- and medium-terms.

A significant rebound in growth is expected in 2019 of 6.4% with more usual levels of modest growth expected thereafter in 2020 and going forward. We expect that the momentum for growth in 2019 and beyond will come primarily from tourism and related industries, as accommodation and marina services properties are restored and tourist arrivals increase. Recent ongoing and expected investments in our tourism infrastructure across both public and private sectors are expected to buttress economic growth in the coming months and years.

Figure 2. Gross Domestic Product in Constant Prices, 2014-2020p



### Tourism

Tourist arrivals continued their positive growth trajectory in 2016, with growth in both cruise and overnight tourist arrivals (Figure 3). For 2016, overall tourist arrivals increased 21.9% with the total number of visitors reaching over one million at 1,124,380. Impressively, the number of cruise passengers arriving in the Territory in 2016 continued to grow, up 35.4% from 2015 cruise passenger numbers.

Figure 3. Tourist Arrivals by Type, 2012-2017



The number of overnight tourists increased as well, driven by charter boats, at 3.8%. The performance of overnight tourist arrivals in 2016 is particularly heartening, as this was a larger increase than 2015 (1.8%), and overnight tourist arrivals contribute more to overall tourism expenditure, translating to increases in economic activity. Due to impacts of the unprecedented trio, total tourist arrivals decreased 33.8% in 2017. Cruise and daytripper tourist arrivals decreased 42.9% in 2017, and overnights decreased 17.9%. 2018 is expected to be another hard year for our tourism sector. In particular, cruise tourism and the hotels portion of overnights may face further declines in 2018. As properties are restored and infrastructure improvements take hold, we expect tourist arrivals to rebound in 2019, with overall tourist arrivals expected to exceed one million in 2019 and continue a growth trajectory thereafter.

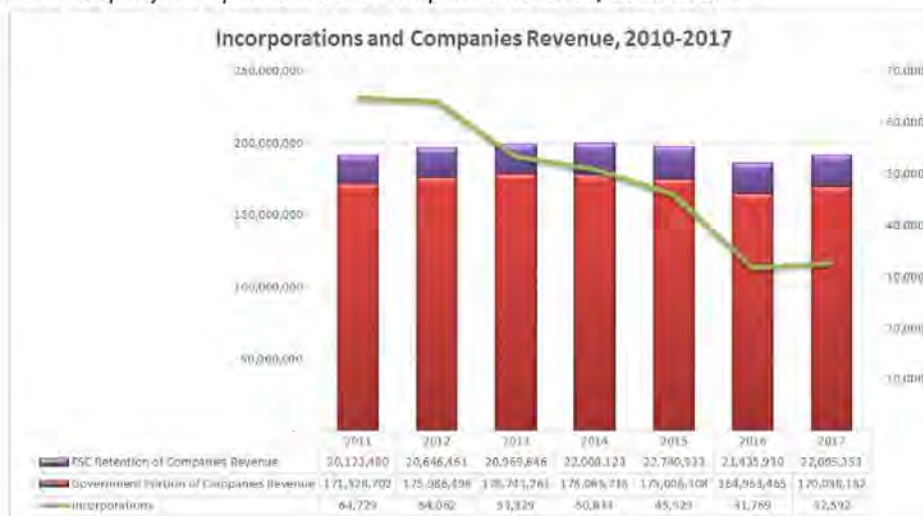
### Financial Services

The challenging nature of 2016 for our financial services industry is evident in the notable decline in new company incorporations. While new company incorporations in 2016 fell some 30.8%, sustained performance of re-registrations and other company transactions meant that overall economic activity and revenue from companies did not face as steep a decline (Figure 4). Incorporations and revenue figures for 2017 demonstrated a modest recovery from a challenging 2016, despite the passage of two Category V hurricanes in September. The total number of active companies registered at the end of 2017 was 389,459 companies. The Capital Economics report published last year on the VI's contribution



to the global economy revealed that by facilitating cross-border business, the VI supports jobs, prosperity and government revenues worldwide.<sup>1</sup>

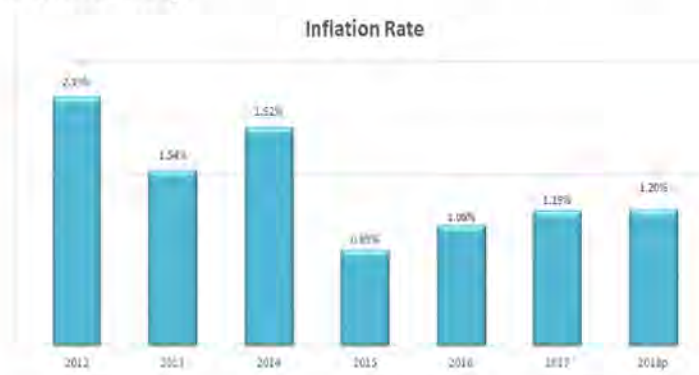
Figure 4. New Company Incorporations and Companies Revenue, 2011-2017<sup>2</sup>



### Inflation

The inflation rate in 2016 remained low and stable, well under 2% at 1.06%, up from 0.85% in 2015 (Figure 5). Higher inflation in 2016 was driven specifically by price changes in health services and communications, at 10.8% and 7.2% respectively. Commencement of the National Health Insurance at the beginning of the year seemingly drove increased prices for health services.

Figure 5. Inflation Rate, 2012-2018p



<sup>1</sup> Capital Economics, "Creating Value: The BVI's Global Contribution," June 2017.

<sup>2</sup> Total Registry of Corporate Affairs revenue is reflected in this Chart. Since 2015, the proportion of financial services revenue remitted to Central Government has been 88.5%.

Recovery from the unprecedented trio has meant increased levels of inflation, as demand for consumer goods has increased and the availability of supplies has been somewhat hampered due to the regional impact of natural disasters in 2017. The inflation rate in 2017 was 1.19%, driven by increases in housing and utilities, transportation, and construction. Inflation is expected to increase in 2018 as well, as global fuel prices increase, duty-free exemptions expire and demand for certain consumer goods continues to be higher. At under 2%, inflation levels in the Territory are moderately low. Maintaining low and stable inflation is one of our economic targets, and helps to contain the rising cost of living. Another important economic target is increased employment and average wages.

### *Employment*

In 2016, the total number of persons employed increased by approximately 2.0% from the total number of employed persons in 2015 which was 20,029. There was also an approximately 1.2% increase in average earnings in 2016, from average earnings of \$26,748 in 2015. This translates to slight improvement in the standard of living for our people, given that inflation for 2016 was lower than the increase in average earnings, at 1.06%.

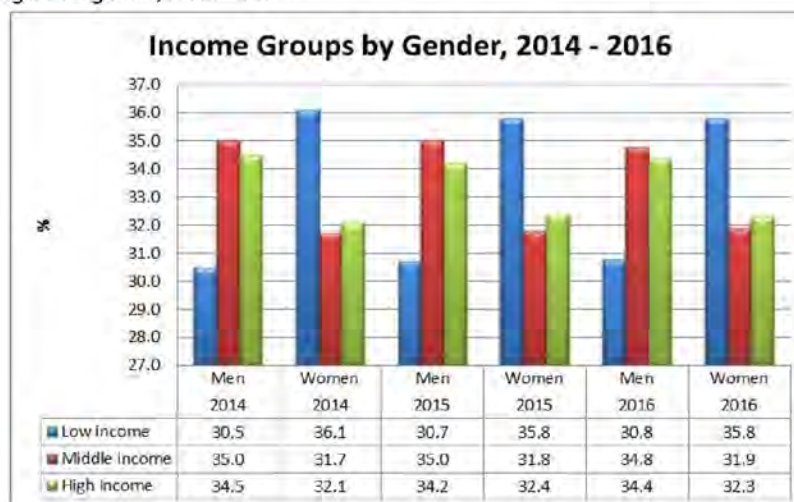
*Table 1. Gini Coefficients by Gender, 2014-2016*

<b>Gini Coefficients</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Men	0.3510	0.3424	0.3498
Women	0.3526	0.3496	0.3476
<b>Total</b>	<b>0.3533</b>	<b>0.3475</b>	<b>0.3501</b>

Also in positive news, our Gini coefficients which measure wage inequality, demonstrated improved equality in the labour force between 2014 and 2015, with lower Gini coefficient values in 2015 than in 2014 across both men and women (Table 1). Between 2015 and 2016 however, only the Gini coefficient for women showed an improvement in equality in the labour force, with increased wage inequality among men, and in the overall Gini figures. The lower Gini coefficient for women in 2016 than in 2015 meant that as earnings increased, wage equality within women also increased. On the other hand, as earnings increased across both gender categories, overall wage equality decreased, with higher Gini coefficients and thus higher inequality levels overall and for men in 2016. It is heartening to observe however that from 2014 to 2016, the Gini coefficients for both men and women, and thus overall, decreased, with an overall Gini coefficient of 0.35 at the end of 2016, indicating improved wage equality from 2014 to 2016 across both genders.



Figure 6. Earnings Categories, 2014-2016



A more in depth look at wage dynamics for 2015 and 2016 reveals that a higher proportion of women were in the low- category of earnings than men, and similarly, a higher proportion of men were in the mid- and high- categories of earnings than women from 2014 to 2016<sup>3</sup> (Figure 6 and Table 2).

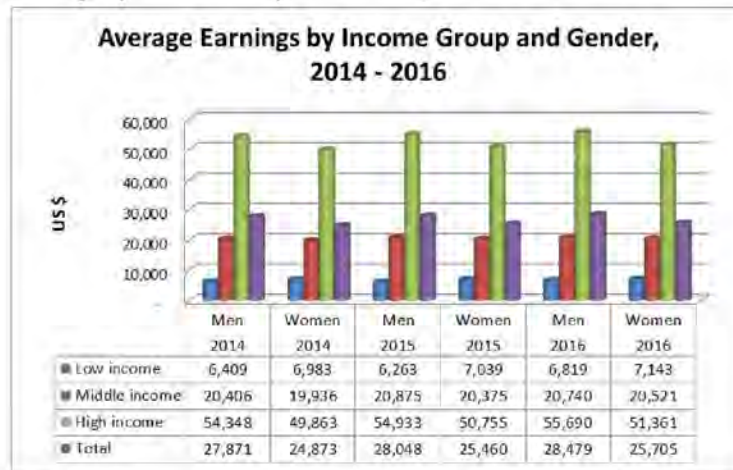
Table 2. Ranges for Earnings Categories, 2014-2016

Ranges for Earnings Categories	2014		2015		2016	
	From	To	From	To	From	To
Low	\$0	\$13,198	\$0	\$13,200	\$0	\$13,439
Middle	\$13,198	\$27,648	\$13,200	\$28,514	\$13,439	\$28,260
High	\$27,648	\$1,363,482	\$28,514	\$1,149,996	\$28,260	\$1,149,996

This, as well as average earnings figures, suggests disparity in women's earnings compared to men's earnings in the labour market. Reflecting this, women's average earnings decreased more than men's average earnings in 2016 (Figure 7), resulting in women's average earnings moving from 91 cents to 90 cents for each dollar of men's average earnings. In this way, the earnings disparity between men and women's average earnings increased between 2015 and 2016. The level of the Gini coefficients, along with the growing disparity in earnings between genders point to a widening gap in inequality of earnings by gender.

<sup>3</sup> For 2014-2016, the three income groupings (low, mid, and high) were obtained by using percentiles to group the gross earnings of all employees into three equal income groups. The minimum and maximum of these percentiles were then used to create the limits for the three income groups.

Figure 7. Average Earnings by Income Group and Gender, 2014-2016



Given that minimising inequality is a target of our economic strategy, is embedded in the global Sustainable Development Goals, and inequality can be a drag on potential growth, these results suggest that policy intervention may be needed to ensure that we move in the right direction. It will be important going forward to continually monitor and analyse employment and wage dynamics in the context of the impact of the unprecedented trio, since research has demonstrated that economic shocks often most negatively impact vulnerable groups and can exacerbate inequalities.

Due to the impacts of the unprecedented trio, total employment levels are expected to decrease slightly in 2017 and 2018 particularly within the tourism industry, even as expansion takes hold in the construction industry based on recovery efforts. As the recovery takes hold however, we expect that increases in GDP growth in 2019 and beyond will be accompanied by increased levels of employment and increases in average wages, resulting in a higher standard of living.

### Conclusion

While it is clear that there are a myriad of economic challenges facing the Virgin Islands in the wake of the unprecedented trio, including recovery of destroyed and degraded infrastructure, global economic uncertainty, regional competition, and the need for diversification, it is also clear that the Virgin Islands is capable of meeting these challenges head on, with resilience and determination. The priorities of our recovery and development strategy highlighted in the next section demonstrate our commitment to secure sustainable development for our people and ensure that we are indeed moving “beyond recovery” in improving the standard of living for our people as we rebuild our Territory “stronger, smarter, greener and better”.



## RECOVERY AND DEVELOPMENT STRATEGY

The following section highlights the details of our Recovery and Development Strategy specific to public expenditure during the projected budget period, namely 2018-2020. Having experienced major natural disasters, the focus of this strategy has shifted in the immediate term, to recovery, given the need for rebuilding and repairing. That said, as we recover, our overall development goals, aligned with Social, Economic, Environment, and Direction/Governance (SEED) dimensions, will work towards making the Territory more resilient. The key target sectors included in the Recovery and Development Plan are: 1) Business and Economy, 2) Infrastructure, 3) Governance, 4) Human and Social Services including Pride and Cultural Identity, and 5) Natural Resources and Climate Change. These sectors can be viewed through the lens of our Medium Term Development Strategy, SEED, and its 12 Result Areas (see Chart below).

This will rightfully place the targeted outcomes of our recovery in the context of our medium and longer term development.

### Recovery and Development: Building stronger, smarter, greener and better in a sustainable and resilient way.

<b>Social</b>	1. Quality health, wellbeing and social services 2. Quality education 3. Gender equality
<b>Economic</b>	4. Stable and growing economy 5. Strong infrastructure 6. Minimise income inequality
<b>Environment</b>	7. Effective management of natural resources and natural environment 8. Strategic physical development 9. Hazard risk reduction and adaptation to climate change
<b>Direction/Governance</b>	10. Safety for all persons 11. Effective governance 12. International Relations

**SEED VISION: A prosperous Virgin Islands, ideal to live, work, visit and do business.**

RECOVERY AND DEVELOPMENT OUTCOMES		SEED RESULTS AREAS
1	Improved health and social outcomes through SMART investments in infrastructure, technology, systems and services	Quality health wellbeing and social services
2	Providing healthy, safe and green (SMART) learning institutions to support teaching, excellence and student growth	Quality education
3	Re-establishment of culturally significant contributions and activities that promote national identity and cultural pride	Quality education
4	Policy and operational framework for sustained levels of green growth and innovation in the economic sectors	Stable and growing economy
5	Improved natural resource base and environmental management to address compliance issues, promote social inclusion and reduce environmental footprint to achieve long term economic prosperity.	Effective management of natural resources and natural environment; Hazard risk reduction and adaptation to climate change
6	Resilient and environmentally sustainable physical infrastructure	Strategic physical development
7	A peaceful and safe Territory using green technologies to support good governance	Safety for all persons; Effective governance
8	Re-establishment of a national system to support prison security programmes tailored for retribution, incapacitation, deterrence and rehabilitation	Safety for all persons
9	A SMART Footprint: Working towards disaster resilience and safeguarding the sustainable development of the Virgin Islands	Effective governance

**SOCIAL: We are a healthy, vibrant and engaged populace, well-prepared to fully participate in the development of the Territory.**

- **Quality health, wellbeing and social services**

In recovering and developing general health and wellbeing in the Territory, the main focus over the next several years will be the development of health infrastructure which allows the GoVI to restore service delivery on the main island of Tortola as well as the outer islands. Central to healthcare services in the Territory is the Peebles Hospital, and to strengthen our services, we will invest in the Hospital's information systems to support its international accreditation, and expand the secondary and specialist health services offered at this institution. The development plan for the Hospital also includes retrofitting its 5th floor to allow for provision of specialist services. This is expected to yield revenue of approximately \$3 million through repatriation of health spending and increased participation in the international medical tourism market.

Recognising the importance of primary healthcare services in meeting our health challenges, especially as it relates to chronic non-communicable diseases (CNCDs), we will prioritise the construction of polyclinics on the Eastern and Western ends of Tortola. These polyclinics will complement the already commenced construction of the Iris O'neal Clinic on Virgin Gorda, aimed at offering a wider range of services required to serve the population while reducing the total number of clinic sites throughout the Territory. Our plans also include expansion of the Road Town Clinic housed at the site of the refurbished Old Peebles Hospital.

As it relates to Social Protection, an increase in applications for Public Assistance Grants is understandable and thus expected, given the impacts of the unprecedented trio on the standard of living of many residents. In particular, research has demonstrated that crises affect the most vulnerable persons in any population more severely. As such, vulnerable persons including persons in the lower income brackets, seniors and children will require specific attention and targeted programs to ensure their sustainable recovery and resilience. Projects to provide assistance to vulnerable persons include provision of temporary roofing, rapid repairs, and some reconstruction of homes of eligible individuals and households. Additionally, through the National Bank of the Virgin Islands, we will be offering soft loans to affected individuals and households to aid in repair and reconstruction.

The severe flood and hurricane damage to the Territory created widespread and dangerous debris, much of which still needs to be properly disposed. Disaster Waste Recovery, an international NGO, has indicatively estimated a total debris quantity of 2,753,112 tons. As such, a Debris Management Plan has been developed to guide debris collection and disposal in the short to medium term.

- **Quality education**



The storms of 2017 caused widespread damage to our education infrastructure, specifically our public primary and secondary schools. As such, we will rebuild and modernise our school infrastructure to Safe/SMART (Sustained Mitigation, Adaptation and Resilient Techniques) standards. Going beyond the physical infrastructure of schools, we will also focus on the standard of teaching in our classrooms, providing necessary ICT equipment and supplies to all public primary and secondary schools, and ensuring that education adequately meets the needs and prepares our students for our 21<sup>st</sup> century reality.

Following passage of the storms, central library services have been displaced, with the Elmore Stoutt High School temporarily located at Pasea Estate. In keeping with the need to preserve our heritage, efforts will be made to reopen museums in 2018 and plans will be developed to build a multi-purpose building in the Road Town area which would take in the museum which was previously housed on Main Street, the Sugar Works Museum, and a Performing Arts Center and National Library.

- **Gender equality**

In terms of gender equality, we continue to encourage the collection of gender-disaggregated statistics across all policymaking areas through our framework for programme performance-based budgeting. It is expected that the Recovery and Development Agency (RDA) will use similar structures in monitoring the results of recovery spending, especially looking at the situation of and impacts by gender and by age. In collecting and analysing these statistics, we can ensure that gender is mainstreamed throughout public policymaking. In 2016, UNICEF conducted a Budget Analysis and through its report has highlighted the importance of continuing our push to embed gender and child responsive budgeting as a means of measuring how our fiscal resources reach distinct groups of people within our population. Our National Gender Policy similarly aims at mainstreaming gender throughout society, promoting the use of gender perspective throughout the policymaking process.

**Economic: Our economy is thriving and buoyant, fostering growth through entrepreneurship and trade.**

- **Stable and growing economy**

As expected, the growth trajectory of the Virgin Islands' economy has shifted following the impacts of the unprecedented trio, with the tourism sector in particular being significantly affected (see GDP forecasts in Economic Review and Outlook section). At the same time, our changing economic trajectory has also meant expanded opportunities in specific sectors such as construction and waste management. We firmly believe that it is part of the role of GoVI to facilitate new business opportunities and aid in the short term recovery of small businesses. This facilitation will be done through access to Government-

backed loans, grants, and technical and operational support. Incentives for redevelopment will be offered to key Small and Medium-sized Enterprises (SME) sectors.

Some businesses within the financial services sector were able to relocate operations outside of the Virgin Islands in the aftermath of the storms. The GoVI has facilitated the return of these businesses in order to assist in stabilising our economy and strengthening our economic recovery.

Specifically in relation to the hard-hit tourism industry, we have been committed to providing assistance in support of the hotel sector and smaller businesses in need of assistance such as small properties and villas. In terms of beautification, plans are afoot to revitalise beaches such as Cane Garden Bay, and to redevelop other minor tourist attractions.

Improvements in our infrastructure are central to encouraging business activity to return, attracting value-added financial services business, further developing our tourism product and developing new and innovative areas of economic activity. The environment for doing business is also an important factor. As such, we will continue to work on streamlining processes and developing a new trade policy framework for the Territory to further improve the attractiveness of our Territory as an ideal place to invest and do business.

#### • Strong Infrastructure

Our Infrastructure Action Plan (IAP) will support our short, medium, and long-term recovery efforts. The Plan is informed by a Critical National Infrastructure assessment. Actions in the IAP include:

**Electrical Infrastructure** – The short-term focus has been on repairing the electrical power distribution and transmission network throughout the Territory and repairs to the Pockwood Pond Station. The medium-term to longer-term focus will necessarily be on improving resilience by, for example, burying cables underground and exploring expanded use of renewable energy.

**Electrical Inspection and Testing** – The short-term focus has been on testing electrical facilities in properties of all types (many of which have been damaged) to ensure consumer safety as properties are reconnected to the grid.

**Road Network** – The short-term focus has been on making the road network functional and safe for users, followed by a 5-year programme of full repair and improvement. It is estimated that of our 780 kilometres of road, some 70% was damaged as a result of the 2017 storms.

**Sewerage** – Restoration of our sewerage network will continue to be pursued, followed by enhancement of the network in order to increase its resilience. Proposed works include modernising and streamlining the network in operation at Cane Garden Bay, commissioning the Paraquita Bay Waste Water Treatment plant, enhancing the network of sewerage pump stations in and around Road Town, and repairing the Burt Point Waste Water Treatment Plant.



Water – Repair and reinstatement of reverse osmosis plants, water distribution networks, damaged pump stations and all reservoirs are priorities. The burial of all service lines will increase resilience and the fitment of meters to commercial and residential properties will enable better monitoring of water usage and leak detection.

- **Minimise inequality**

In response to the impacts of the 2017 storms, an Order under the Customs Management and Duties Act was made, allowing duty-free importation of items critical to the Territory's recovery. Certain items including primarily construction materials, have remained duty-free in importation to the end of March 2018. This measure has been aimed at providing some financial ease to persons in acquiring goods and materials necessary for recovery and reconstruction.

Inequality is often heightened during and following times of crisis. As such, it will be important to monitor societal and labour market inequalities in designing policies to minimise these, which will thus assist in social cohesion, peace and social justice. Our introduction of a new Work Permit fee structure in July 2017 considered income levels in designing a more equitable system of fees. This is expected to help in alleviating levels of income inequality across all employed persons as our ongoing recovery takes hold.



## Environment: We value our natural resources and promote sustainability in physical planning and management

### Natural resources and climate change

#### • Effective management of natural resources and natural environment

As the natural environment is critically important to our economy, it is imperative that we complete the ongoing assessment of different sections of the environment such as marine shelters, beaches, ponds, forests and biodiversity hotspots. In 2017, the Ministry of Natural Resources and Labour in its continued partnership with the UK Joint Nature Conservation Committee (JNCC) began overseeing a broader study on the total economic value of our natural resources, following on from the 2014 Institute for Environmental Studies' report entitled "The Tourism Value of Nature in the Virgin Islands". This study will not only assess the value of our natural resources as it relates to tourism, but across all aspects of the economy, through natural capital accounting. Understanding the value of our natural capital will help in raising awareness and providing information that will better inform policy decision-making.

We will also execute plans that aid in the recovery of sectors related to the environment including biodiversity, wetlands, agriculture and fisheries. The iLand resilience project, funded by the European Union through the OECS, includes the development of land policies and land use plans, an operational plan for the recently-installed Climate Change Trust Fund, drainage works in Brewers Bay, and sewerage retrofitting and drainage works in Cane Garden Bay.

#### • Strategic physical development

While constructing and redeveloping our physical infrastructure is an important priority, this should not be done at the cost of good environmental stewardship. It is sound environmental stewardship that will assist in ensuring our adaptation to and resilience in facing the impacts of climate change. Our Natural Resources and Climate Change Action Plan will re-establish initiatives that address sound environmental management, biodiversity conservation, rational and effective land and seabed management, and a sufficient and skilled workforce sourced to support economic activities through fair and equitable practices.

### Infrastructure

Capital projects and improvements will support a more sustainable economy, striking the necessary harmony between environmental stewardship and economic development. Since before the passage of the storms, in a joint effort between the Town and Country Planning Department and the Ministry of Natural Resources and Labour, we have been in the midst of crafting a National Physical Development Plan (NPDP) which will serve as a longer term road map for land use as well as physical and infrastructural development in the Virgin Islands. It is essential that land use be considered in aiming to meet development needs so that we can maintain our natural environment, or more importantly that our development does not come at the unacknowledged or ill-considered cost of the natural environment.



This plan is called “EnVision2040” and will be completed in five major phases: the Project Preparation and Inception Report, Situation Analysis, Visioning, Introduction of the First Draft of the NPDP, and Monitoring and Evaluation. Through community meetings, the NPDP has already begun to incorporate the views of the public in its development, such that this plan engrains the long term hopes and intentions of our people. Further public consultations will be held over the course of the NPDP’s crafting, development, implementation and monitoring.

- **Hazard risk reduction and adaptation to climate change**

The Department of Disaster Management has worked with the Ministry of Education in building schools’ resilience to the status of SMART (Sustained Mitigation, Adaptation and Resilient Techniques). Prior to the trio of events, two of our schools were upgraded from “Safe” to “SMART”. In rebuilding our schools and other public infrastructure, we will keep the internationally recognised SMART tenets in mind.

Recognising the vulnerability of our coasts and their communities, we will also be undertaking coastal projects to help in protecting our shores and our marine environment. The projects contained in the Natural Resources and Climate Change Action Plan will enhance our capacity to manage our resources, while acquiring data for improved management of land, marine and human resources.

As it relates to response and adaptation to climate change, July 2017 saw the installation of the first Board of Trustees of the Virgin Islands Climate Change Trust Fund. This Fund will be used as an instrument for financing programmes and projects intended to reduce the effects of climate change and the Board of Trustees will be responsible for making decisions regarding the direction and purpose of funding. Board positions include representatives of the tourism and financial services industries, academic and research organisations, and community-based organisations. The cross-section of persons represented on the Board ensures a holistic perspective in considering funding sources and proposed projects for climate change mitigation and adaptation.

**DIRECTION/GOVERNANCE: We are governed transparently, ensuring the safety, security and cohesion of our populace.**

- **Safety for all persons**

As safety for all persons remains a priority for the GoVI, immediate efforts are being placed on the infrastructure for detecting and monitoring natural disasters, and further into strengthening communications during and following disasters. This will be done through installing and re-establishing networks for seismic and weather monitoring, and re-establishing emergency telecoms and early warning systems. The National Emergency Operations Centre (NEOC) will be commissioned to provide a headquarters for disaster monitoring, management and recovery efforts. This will assist in building our resilience to natural disasters in the future.

Recent records demonstrate that overall levels of crime in the Territory have decreased when compared to previous years. Notwithstanding, in relation specifically to violent crime, there has been a concerning upsurge. Aiming to staunch this, we have dedicated additional resources to the Royal Virgin Islands Police Force, Her Majesty's Customs and other law enforcement agencies to enhance their operations and strengthen the fight against crime. With additional resources the RVIPF will purchase computer software, increase CCTV capabilities, enhance marine operations, and provide extensive officer training.

Concurrently, the K-9 unit of Her Majesty's Customs is also strengthening its capabilities, and recently received training in advanced scent detection techniques for officers as well as their dogs. This training will assist in sharpening skills while searching for contraband, explosives, drugs, firearms and ammunition. We expect our investments in crime prevention and detection to protect and secure the highly-regarded safety and peacefulness of the Territory to which residents and visitors alike have become accustomed.

#### • Effective governance

Governance issues in the short, medium and long term include areas that focus on Continuity of Government operations; The Public Service; Law and Order; Disaster Management; and Communications. At the core of our recovery and development process has been the theme of rebuilding infrastructure and restoring services. Across all sectors of the public service there is critical need for rebuilding physical infrastructure to ensure continuity of Government operations. Also contributing to law and order will be the restoration of the Magistrate's Court, High Court and the Judges' residences.

On the course of ensuring that public services are responsive to the needs of the public, we have been strengthening governance mechanisms across our Ministries over the last several years. Planning and coordination within and between Ministries is crucial for effective governance. Recognising this, we have sought assistance from the Economic Commission of Latin America and the Caribbean (ECLAC) in further building our medium-term development strategy SEED into an overarching National Development Plan through public consultations, and greater alignment of our development agenda with the United Nation's Sustainable Development Goals as part of its 2030 Agenda. The importance of this work is underlined now in the process of rightfully placing the immediate needs of the recovery in the context of a broader, longer-term vision for the Territory.

In Public Financial Management (PFM), we have continued our efforts to improve transparency and accountability. Our efforts in strengthening cash accounting and management are ongoing, and a significant feat was accomplished this year as we were able to submit outstanding accounts for 2012-2015 to the Auditor General for auditing and subsequent presentation at the House of Assembly. We have also worked to strengthen project appraisal practices by requiring earlier submission, assessment and prioritisation of capital projects in an expanded budget formulation process. For the 2017-2019 Budget, we produced the first ever Budget in Brief. The Budget in Brief has improved the accessibility of



the Budget by providing a snapshot of economic, fiscal and performance information included in the full budget documentation. We are committed to continually strengthening our public finance management systems, and our efforts in improving transparency and accountability were acknowledged by the Caribbean Information and Credit Rating Services (CariCRIS), in its assessment of the Government's high creditworthiness, with an assessed rating of CariAA- in 2017. CariCRIS' rating cited strong income and economic fundamentals, dollarisation, trade stability, prudent fiscal policy and low levels of debt as factors contributing to their positive rating and outlook for the Territory.

Recognising the importance of the labour market to the performance of our top industries and our economy as a whole, we have recently implemented more efficient administrative processes in the Labour and Immigration Departments. In conjunction with an increase in work permit fees implemented in July 2017, we have improved work permit processing, with the processing time for renewals reduced to approximately two weeks. More efficient work permit processing is expected to facilitate expansion in our financial services, legal and tourism industries as the recovery takes hold.

The impact of the three weather events produced a significant challenge for Government operations. The Governance Action Plan includes reforms that will deliver greater continuity in the event of future disasters with efficiency improvements in normal business conditions.

The creation of the Recovery and Development Agency (RDA) this year is aimed at the efficient and effective implementation of the projects in the finalised Recovery and Development Plan. It will be important that necessary synergies are created between the public service and the RDA in order to ensure that best practices for governance and administration are shared between the two institutions. Alongside these efforts, the public service will implement initiatives aimed at making it "stronger, more resilient and more efficient" through Transformation of the Public Service.

## ■ International relations

The last two years have witnessed some volatility and uncertainty in the global political economy, most evidenced by the United Kingdom's decision to leave the European Union, and political shifts in the United States. The Virgin Islands along with other Overseas Territories participated in talks with the UK about its Brexit negotiation, and attended the Joint Ministerial Council on European Negotiations in February this year. Following this, we have formed a Brexit Task Force of technical experts to produce a White Paper on the impact of Brexit on the Territory. As the UK's future relationship with the EU takes shape, we will ensure that our concerns regarding international trade, EU funding, freedom of movement, our future relationship with the EU and financial services are considered.

While ensuring that our trade relationships with the US and Europe remain strong, we have also been broadening our markets for tourism and financial services by establishing and deepening relationships with trading partners in Asia and Latin America. Prior to and following the establishment of BVI House Asia in Hong Kong in 2013, we have worked to strengthen investment from Asia in the Territory. Continuing in this vein, in late 2016, we signed a Memorandum of Understanding with the Tianjin Binhai

New Area to promote economic and trade cooperation, and will execute a joint strategy for this relationship going forward.



## FISCAL REVIEW

## Revenue

Revenue to July 2017 was performing just slightly below budgeted expectations, with revenue from financial services comprising 56.7% of total receipts for the year to that point, which represented a 1.6% positive variance in comparison to the budget for financial services revenue, and a 4.9% positive variance in comparison to 2016 financial services revenue. Overall, GoVI receipts were a mere 0.9% below budget, and actually well-above 2016 performance for the same time period, with a 5.5% positive variance to 2016 (see Table 3).

Table 3. Revenue, YTD July 2017

YTD July 2017	Budget	Actual	YTD July 2016	Budget Variance \$	Budget Variance %	Prior Year Variance \$	Prior Year Variance %
<b>TAX REVENUE</b>	<b>173.30</b>	<b>172.33</b>	<b>164.51</b>	<b>(0.97)</b>	<b>-0.6%</b>	<b>7.82</b>	<b>4.8%</b>
Income/Payroll Tax	24.77	23.94	24.53	(0.83)	-3.4%	(0.59)	-2.4%
Property Tax	0.73	0.74	0.76	0.01	1.6%	(0.02)	-3.2%
Taxes on Goods and Services	116.17	116.06	110.10	(0.11)	-0.1%	5.96	5.4%
FSC Revenue	102.77	104.41	99.51	1.64	1.6%	4.90	4.9%
Taxes on International Trade	29.27	24.98	23.63	(4.29)	-14.7%	1.35	5.7%
Other Taxes	2.37	6.62	5.50	4.25	179.3%	1.12	20.4%
<b>GRANTS</b>	<b>-</b>	<b>-</b>	<b>0.02</b>	<b>-</b>	<b>N/A</b>	<b>(0.02)</b>	<b>-100.0%</b>
<b>OTHER REVENUE</b>	<b>12.53</b>	<b>11.85</b>	<b>10.08</b>	<b>(0.68)</b>	<b>-5.4%</b>	<b>1.77</b>	<b>17.5%</b>
<b>TOTAL RECURRENT REVENUE</b>	<b>185.83</b>	<b>184.19</b>	<b>174.62</b>	<b>(1.65)</b>	<b>-0.9%</b>	<b>9.56</b>	<b>5.5%</b>

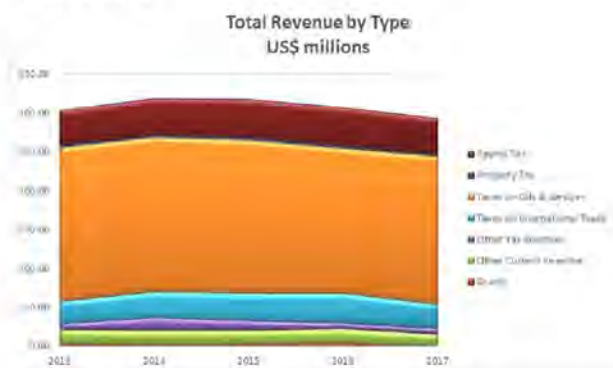
Due to the impacts of the unprecedented trio however, total revenue to the end of 2017 was approximately \$292.9 million (Table 4), which is \$30.2 million or 9.3% below budgeted expectations. This annual budget variance reflects an even larger variance of 22.1% for receipts between August and December 2017. It has been heartening to observe that our efforts to build resilience in our financial services industry have been well-placed, as the budget variance for financial services for 2017 is positive, at 0.2%. In other words, financial services receipts have matched pre-trio expectations, even in the context of the unprecedented occurrences.

Table 4. Annual Revenue 2017

Annual Revenue 2017	Budget	Preliminary Actual	Actual 2016	Budget Variance \$	Budget Variance %	Prior Year Variance \$	Prior Year Variance %
<b>TAX REVENUE</b>	<b>302.02</b>	<b>277.53</b>	<b>285.18</b>	<b>(24.48)</b>	<b>-8.1%</b>	<b>(7.65)</b>	<b>-2.7%</b>
Income/Payroll Tax	51.62	46.12	49.87	(5.50)	-10.7%	(3.75)	-7.5%
Property Tax	2.76	1.91	2.82	(0.85)	-30.9%	(0.91)	-32.3%
Taxes on Goods and Services	194.70	190.68	186.14	(4.02)	-2.1%	4.54	2.4%
FSC Revenue	174.61	174.99	169.89	0.38	0.2%	5.10	3.0%
Taxes on International Trade	47.71	31.18	38.98	(16.53)	-34.7%	(7.80)	-20.0%
Other Taxes	5.22	7.65	7.37	2.42	46.4%	0.27	3.7%
<b>GRANTS</b>	<b>-</b>	<b>-</b>	<b>4.02</b>	<b>-</b>	<b>N/A</b>	<b>(4.02)</b>	<b>-100.0%</b>
<b>OTHER REVENUE</b>	<b>21.09</b>	<b>15.37</b>	<b>17.85</b>	<b>(5.72)</b>	<b>-27.1%</b>	<b>(2.48)</b>	<b>-13.9%</b>
<b>TOTAL RECURRENT REVENUE</b>	<b>323.11</b>	<b>292.90</b>	<b>307.06</b>	<b>(30.21)</b>	<b>-9.3%</b>	<b>(14.15)</b>	<b>-4.6%</b>

At \$292.9 million, revenue for 2017 was \$14.2 million or 4.6% below 2016 revenue receipts (Table 4). Given the level of devastation wreaked by the unprecedented trio, a 4.6% decrease in revenue from the previous year is low, largely due to the resilience of financial services revenue as the main revenue earner for GoVI through the storms. Financial services revenue comprised 59.7% of total revenue receipts for 2017.

Figure 8. Annual Revenue, 2013-2017



It will be important going forward to continue efforts to strengthen and broaden our revenue base for resiliency. Prior to the trio, GoVI had implemented increases in hotel accommodation tax, work permits, and cruising permits, and the environmental/tourism levy had just been introduced. As our economic recovery takes root, these revenue generating initiatives in conjunction with the GoVI's revised fiscal strategy (Appendix) are expected to assist in the full rebound of revenue receipts over the coming months.

### Recurrent Expenditure

The nature of Government recurrent expenditure necessarily shifted following the trio, and overall recurrent expenditure for 2017 is approximately \$292.4 million, slightly over-budget, representing a 4.1% budget variance (see Table 5).

Table 5. Annual Expenditure 2017

Annual Expenditure 2017	Budget	Preliminary Actual	Actual 2016	Budget Variance \$	Budget Variance %	Prior Year Variance \$	Prior Year Variance %
<b>RECURRENT EXPENDITURE</b>	<b>280.90</b>	<b>292.42</b>	<b>298.66</b>	<b>11.52</b>	<b>4.1%</b>	<b>(6.24)</b>	<b>-2.1%</b>
Employee Compensation	120.96	119.64	118.12	(1.32)	-1.1%	1.52	1.3%
Goods and Services	59.11	73.79	72.47	14.67	24.8%	1.32	1.8%
Interest	5.44	5.14	4.18	(0.30)	-5.4%	0.96	23.1%
Transfers and Subsidies	84.85	80.79	89.94	(4.05)	-4.8%	(9.15)	-10.2%
Other Expenses	10.54	13.05	13.95	2.51	23.8%	(0.90)	-6.5%
<b>CAPITAL EXPENDITURE AND NET LENDING</b>	<b>46.60</b>	<b>13.29</b>	<b>18.93</b>	<b>(33.31)</b>	<b>-71.5%</b>	<b>(5.65)</b>	<b>-29.8%</b>
<b>TOTAL EXPENDITURE</b>	<b>327.50</b>	<b>305.70</b>	<b>317.59</b>	<b>(21.80)</b>	<b>-6.7%</b>	<b>(11.89)</b>	<b>-3.7%</b>



Recurrent expenditure in 2017 was slightly less than in 2016, a year in which costs of Goods and Services were particularly high due to paying off outstanding water bills. In 2017, Central Government paid off outstanding electricity bills, resulting in a significant budget variance for the Goods and Services category of expenditure of \$14.7 million or 24.8%.

Figure 9. Recurrent Expenditure, 2013-2017

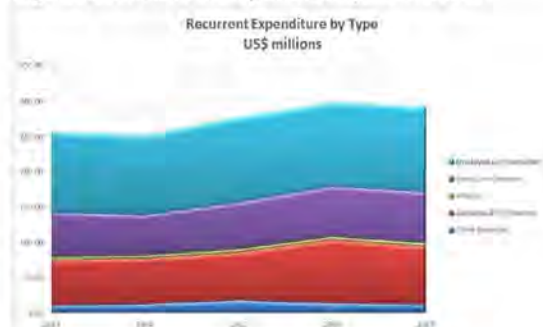


Figure 10. Revenue and Recurrent Expenditure



### Capital Expenditure

Following the unprecedented trio, GoVI has not been able to pursue its budgeted capital programme. In particular, the anticipated loan-funded projects to be pursued were largely suspended. As such, capital expenditure for 2017 is expected to be well under budgeted expectations, at approximately \$14.3 million, (\$13.3 million of Capital expenditure and Net lending), resulting in a -33.3% variance from budget and a negative 5.7% variance from 2016 capital expenditure.

Figure 11. Fiscal Balances, 2013-2017



### *Fiscal Balance*

The shortfall of \$30.2 million in revenue combined with above-budget recurrent expenditure and reduced capital expenditure resulted in a recurrent balance of approximately \$0.5 million and an overall deficit of approximately \$12.8 million (See MTFF Tables).

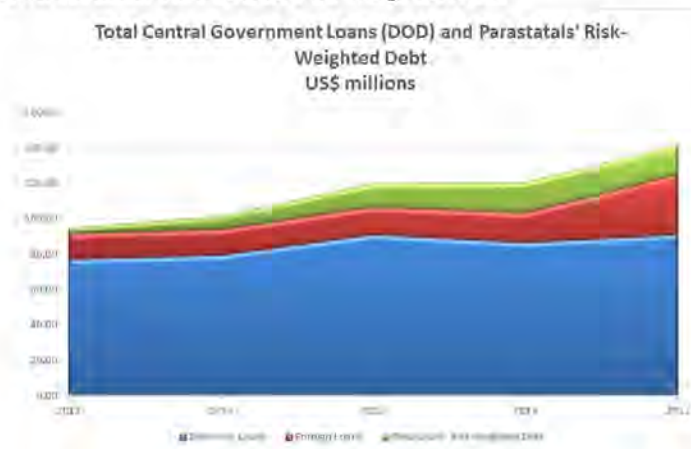
In order to finance this deficit, we drew down on our Reserve Fund in 2017 by approximately \$2.3 million, and disbursed a total of \$34.7 million in lending, inclusive of approximately \$11 million drawn on the line of credit with First Caribbean International Bank (FCIB) at the end of the year.<sup>4</sup> With principal repayments in the year totaling \$12.9 million, net borrowing (loan disbursements minus principal repayments) was \$21.8 million.

### *Debt*

As previously mentioned, the GoVI has enjoyed enviably low debt levels over the last decades, with Central Government debt of approximately 12.4% of nominal GDP at the end of 2016 and overall public debt at approximately 21.1% of nominal GDP. Given the impacts of the unprecedented trio, public debt is expected to increase substantially in the medium-term as GoVI borrows to partially finance its Recovery and Development Plan to put the Territory back on a growth trajectory.

At the end of 2017, Central Government Disbursed Outstanding Debt (DOD), reached \$125 million, and overall public borrowing which includes risk-weighted parastatal debt, reached a total of \$188.5 million.

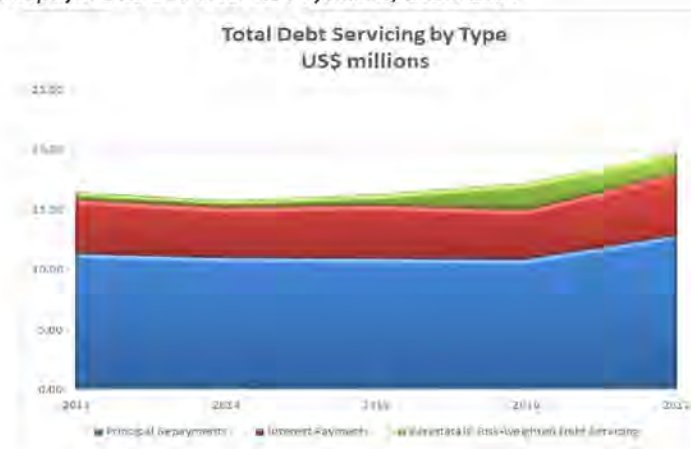
*Figure 12. Central Government and Parastatal Risk-weighted DOD*



<sup>4</sup> Only the year-end balance of Central Government's line of credit with FCIB is reflected in annual disbursement figures.

With shifting of debt servicing payments due to GoVI requesting and taking advantage of some moratoria on debt payments, GoVI paid approximately \$5.1 million in interest and \$12.9 million in principal repayments in 2017. As GoVI secures debt to help in financing our Recovery and Development Plan, it is expected that our debt servicing costs will increase as well. It will be important to carefully plan disbursement and contractual repayment of newly acquired debt in order to ensure that in conjunction with ongoing amortisation of existing debt, our debt levels and debt servicing levels are sustainable. Performance against the Borrowing Limits demonstrated in the Ratio Analysis Section addresses debt sustainability concerns.

Figure 13. Principal Repayments and Interest Payments, 2013-2017





## FISCAL STRATEGY

In the medium-term, our fiscal strategy involves maintaining and increasing a positive recurrent balance preserving the Reserve Fund as a buffer for public finances, and maintaining sustainable levels of debt and debt servicing, even as we necessarily increase borrowing to partially fund our Recovery and Development Plan. Specifically, we will pursue the following objectives over the medium-term:

1. Increase the recurrent surplus balance by implementing revenue generating and expenditure efficiency measures;
2. Preserve the Reserve Fund balance as a means of buffering public finances from unexpected future shocks;
3. Manage our pension liability; and
4. Demonstrate progress towards achieving and maintaining the borrowing ratios within limits outlined in the Protocols for Effective Financial Management.

### *Revenue generating initiatives*

In the months preceding the unprecedented trio, we implemented several initiatives aimed at broadening and strengthening our revenue base without putting undue pressure on the people of this Territory or our economy. We were able to implement charging import duties on the cost insurance freight (CIF) value of goods, as well as increases in import duties on alcohol and tobacco products, hotel accommodation tax, work permits and cruising permits, and the introduction of an environmental/tourism levy. These initiatives helped in buttressing revenue receipts as the impact of the unprecedented trio took an immediate toll on our economic and fiscal situation. As our recovery takes hold, these and other revenue generating initiatives will assist in ensuring that GoVI has a resilient revenue base and thus that we are able to meet operational and development demands.

Following the unprecedented trio, in ameliorating the impact on our fiscal situation, GoVI has approved a revised medium-term fiscal strategy to be implemented between 2018 and 2020.<sup>5</sup> This fiscal strategy includes revenue generating initiatives to further broaden our revenue base and assist in funding our recovery and development efforts. In total, these initiatives are expected to yield \$29.6 million in 2018, with increases thereafter to 2020.

We have also made a concerted effort not to unduly burden the people of the Territory as they work to rebuild their homes, their businesses, and their lives. We recognise that burdensome taxation which strangles progress and development is counterproductive and will actually have the outcome of stymieing rather than growing revenue receipts.

<sup>5</sup> The revenue generating initiatives added to the Medium Term Fiscal Frame base case are detailed in the Appendix.

*Encouraging expenditure efficiency<sup>6</sup>*

Following the unprecedented trio, it has become even more apparent that GoVI must achieve the best “bang for our buck” in all that we do. Thus, we renew our commitment to prioritise expenditures, ensuring that each penny of current and future taxpayers’ money is put towards achieving our most urgent operational and developmental objectives. The formation of the Recovery and Development Agency will assist our efforts in improving transparency and accountability across the public sector. We renew our commitment to our ongoing public financial management reform programme. Specifically, our expenditure efficiency efforts will work towards:

1. Managing the Public Service to improve performance and enhance efficiency and effectiveness in the delivery of services to the public. In the coming months, we will be implementing a Public Sector Transformation aimed at improving efficiency and achieving better results for the people of the Territory. Specifically, the action areas of the Public Sector Transformation include:
  - (i) Redesigning the public service;
  - (ii) E-Government;
  - (iii) Improving transparency and accountability;
  - (iv) Public Sector/Private Sector Collaboration; and
  - (v) Statutory bodies alignment
2. Reducing the Cost of Goods and Services by renegotiating the cost of obtaining goods and services, including rent of buildings for public purposes. Reducing costs of Entertainment and other discretionary, non-essential spending as well as moving towards privatisation of certain market activities will assist in putting downward pressure on the increasing costs of procuring goods and services. Other initiatives aimed at reducing the cost of procuring goods and services include the implementation of a vehicle pool for Government offices, and a negotiating team to negotiate all contracts above a \$50,000 threshold towards containing costs.
3. Improving financial management of parastatals. Implementing a framework which monitors the financial and operational performance of all parastatals is an integral part of public financial management reform, managing the growth of transfers and subsidies, and ensuring that parastatals are achieving the overarching development goals of the Government. The framework has been prepared, and with Cabinet approval, will be implemented in 2018.
4. Focusing capital expenditure in the short- and medium-terms on recovery and development efforts. To ensure transparency, accountability and efficient use of resources, our Recovery and Development Agency will be tasked with implementing the approved Recovery and Development Plan. This Agency will practice international standard-project appraisal and assessment processes, reassuring our development partners and more importantly the people of the Territory that we are achieving value for money as we rebuild “stronger, smarter, greener and better”.

<sup>6</sup> The expenditure efficiency initiatives reflected in the Medium Term Fiscal Frame are detailed in the Appendix.



5. Preventing 'Budget Creep'. Our reformed budget processes with rolling forward estimates are aimed at containing expanding expenditure budgets. Through the revised budget process, Ministries and Departments are annually required to identify areas of potential savings used to offset any new spending approved by the Cabinet in the budget process.

#### *Addressing contingent liabilities*

We are committed to creating a National Pension system. Towards this, we will seek proposals for the creation of a National Pension System, largely based on the findings of a recent report<sup>7</sup> commissioned by the Government. It is envisioned that all new civil servants will be required to contribute to their pension plans under the new National Pension System, with special provisions made for incorporating existing employees into the contributory scheme. With this approach, our intention is to freeze the current pension liability, requiring contributions to fund any future growth in that liability.

#### *Preserving our Reserves*

While we expected to meet the liquid assets requirement of maintaining 25% of recurrent expenditure in the Reserve Fund at the end of 2017, the unprecedented trio actually meant that we drew down slightly on our Reserves in 2017, resulting in a balance of approximately \$57.1 million at the end of the year. The importance of having this fiscal buffer was squarely on display, as GoVI was able to meet continued demands of paying salaries, wages and pensions as well as providing immediate relief and support to our residents in the wake of the trio by using Reserve funds. GoVI's ability to meet these demands and stay current on debt payments has engendered confidence in our economic and fiscal viability, and undoubtedly assisted in ensuring our recovery and development.

#### *Maintaining the borrowing ratios*

Over the last decades, the GoVI has been able to maintain low levels of debt and thus debt servicing while still meeting development imperatives and accessing necessary funding for capital projects. Following the unprecedented trio, we have drawn down on our Reserves to meet immediate needs, and will necessarily have to borrow additional sums in the medium-term to fund our recovery and development efforts. Implementation of revenue generating and expenditure efficiency initiatives will assist us in achieving compliance with all three borrowing ratio limits in the future.

#### *Financing the deficit*

<sup>7</sup> "Proposed System of Supplemental Pension Plan for the Virgin Islands", Pension Management Interactive PMI.



GoVI has consistently met its debt obligations, and has run overall deficits in the past to invest in much needed infrastructural development for the Territory, including roads and ports, the water and sewerage network, and healthcare facilities. Moving forward from the devastation wreaked by the unprecedented trio, we will need to borrow to make prudent investments which will foster economic growth and improve the quality of life for the Territory's residents as we piece our lives back together.

Our Capital Investment Plan over the next three years reflects our broader Recovery and Development Plan, and will be financed through any annual recurrent balance surpluses, and loan disbursements (including additional lending for infrastructural development once approved) – See MTFF in Table 6 below.

*Table 6. Medium Term Fiscal Frame (MTFF)*

MEDIUM TERM FISCAL FRAME (US\$ millions)	ACTUALS				PROJECTIONS		
	2014	2015	2016	2017	2018p	2019p	2020p
<b>Total Revenue</b>	<b>318.60</b>	<b>317.62</b>	<b>307.06</b>	<b>292.90</b>	<b>298.40</b>	<b>316.79</b>	<b>330.81</b>
<b>Total Current Rev</b>	<b>316.08</b>	<b>314.59</b>	<b>303.04</b>	<b>292.90</b>	<b>298.40</b>	<b>316.79</b>	<b>330.81</b>
<b>Total Tax Revenue</b>	<b>298.46</b>	<b>297.75</b>	<b>285.19</b>	<b>277.53</b>	<b>283.08</b>	<b>301.26</b>	<b>313.80</b>
Payroll/Income Tax	47.42	49.48	49.87	46.12	37.21	45.99	49.45
Property Tax	2.66	3.21	2.82	1.91	1.40	1.83	3.15
Taxes on Goods & Services	198.50	196.59	186.14	190.68	209.31	212.29	213.52
Taxes on International Trade	33.65	36.18	38.98	31.18	27.68	33.64	40.17
Other Tax Revenue	16.22	12.29	7.37	7.65	7.48	7.51	7.52
Other Current Revenue	17.62	16.84	17.85	15.37	15.33	15.53	17.00
Grants	2.52	3.02	4.02	0.00	0.00	0.00	0.00
<b>Total Expenditure</b>	<b>282.75</b>	<b>320.62</b>	<b>316.59</b>	<b>305.70</b>	<b>387.09</b>	<b>366.61</b>	<b>360.18</b>
<b>Total Primary Expenditure</b>	<b>278.59</b>	<b>316.19</b>	<b>312.41</b>	<b>300.58</b>	<b>378.77</b>	<b>356.96</b>	<b>349.34</b>
<b>Total Recurrent Expenditure</b>	<b>252.66</b>	<b>278.58</b>	<b>298.66</b>	<b>292.41</b>	<b>334.70</b>	<b>318.96</b>	<b>320.26</b>
Total Interest Payments on Existing Debt	4.16	4.43	4.18	5.14	8.32	9.64	10.84
Interest payments - Domestic	3.66	3.96	3.72	4.67	5.70	4.05	2.97
Interest payments - Foreign	0.50	0.48	0.46	0.47	2.62	5.59	7.87
Total Non-Interest Recurrent Expenditure	248.50	274.15	294.48	287.27	326.38	309.32	309.42
Employee Compensation	113.17	120.22	118.12	119.64	125.32	126.21	126.54
Goods & Services	57.44	67.74	72.47	73.79	77.02	79.02	76.98
Subsidies & Transfers	64.19	67.49	89.94	80.79	107.12	86.82	88.21
Total Other Expenses	13.70	18.70	13.95	13.05	16.92	17.26	17.67
<b>Total Capital Expenditure and Net Lending</b>	<b>30.09</b>	<b>42.04</b>	<b>17.93</b>	<b>13.29</b>	<b>52.39</b>	<b>47.65</b>	<b>39.92</b>
Capital Expenditure	30.09	34.04	18.93	14.29	52.39	47.65	39.92
Net Lending	0.00	8.00	-1.00	-1.00	0.00	0.00	0.00
Interest on Unsecured Debt							
Contribution to Reserve Fund							
<b>OVERALL BALANCE: SURPLUS(DEFICIT)</b>	<b>35.85</b>	<b>-3.00</b>	<b>-9.53</b>	<b>-12.79</b>	<b>-88.69</b>	<b>-49.82</b>	<b>-29.38</b>
<b>PRIMARY BALANCE</b>	<b>40.01</b>	<b>1.43</b>	<b>-5.35</b>	<b>-7.65</b>	<b>-80.37</b>	<b>-40.17</b>	<b>-18.53</b>
<b>CURRENT BALANCE</b>	<b>65.94</b>	<b>39.03</b>	<b>8.40</b>	<b>0.49</b>	<b>-36.30</b>	<b>-2.17</b>	<b>10.55</b>
<b>Financing</b>	<b>-35.85</b>	<b>3.00</b>	<b>9.53</b>	<b>12.79</b>	<b>88.69</b>	<b>49.82</b>	<b>29.38</b>
Net Borrowing	1.92	12.98	-3.38	21.82	77.58	49.81	29.38
Loan Disbursements	12.94	23.91	7.50	34.69	92.00	83.32	44.95
Loan Disbursements - Domestic	10.30	20.24	3.55	14.65	0.00	0.00	0.00
Loan Disbursements - Foreign	2.64	3.67	3.95	20.05	92.00	83.32	44.95
Principal Repayments	11.01	10.93	10.88	12.88	14.42	13.51	15.57
Principal Repayments - Domestic	8.32	8.32	8.32	9.87	11.80	11.15	9.98
Principal Repayments - Foreign	2.69	2.61	2.56	3.01	2.62	2.35	5.59
Unsecured Debt Flow - Change in Cash	-30.75	-4.96	22.92	-11.32	-8.89	0.01	0.00
<b>Use of Reserve</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2.30</b>	<b>20.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Central Government DOD and Unsecured Debt</b>	<b>95.84</b>	<b>103.85</b>	<b>123.39</b>	<b>133.88</b>	<b>202.57</b>	<b>252.39</b>	<b>281.76</b>
<b>Total CG Disbursed Outstanding Debt</b>	<b>93.58</b>	<b>106.56</b>	<b>103.18</b>	<b>125.00</b>	<b>202.57</b>	<b>252.38</b>	<b>281.76</b>
Total CG Disbursed Outstanding Debt - Domestic	78.88	90.80	86.03	90.81	79.00	67.85	57.87
Total CG Disbursed Outstanding Debt - Foreign	14.70	15.76	17.15	34.19	123.57	184.54	223.90
Unsecured Debt Stock - Cumulative Cash Balance	2.25	-2.71	20.21	8.89	0.00	0.00	0.00

## RATIO ANALYSIS

Table 7 below demonstrates our performance against the Borrowing Ratio limits in the Protocols for Effective Financial Management. Parastatals debt and debt servicing is risk weighted according to the schedule in the Appendix, and then included in calculation of the Net debt and Debt servicing ratios.

Table 7: Borrowing Ratios

BORROWING RATIOS	2014	2015	2016	2017	2018p	2019p	2020p
Total Debt of Parastatals	39.08	67.87	87.13	81.99	74.41	66.25	58.18
Total Risk-Weighted Debt of Parastatals	7.82	13.57	17.43	16.40	14.88	13.25	11.64
Capitalized Value of Public Private Partnerships	45.00	45.00	41.83	38.25	33.29	28.10	22.67
Total Public Borrowing	148.65	182.42	182.65	188.53	250.74	293.74	316.07
Total Public Borrowing (Without Unsecured)	146.40	165.13	162.44	179.65	250.74	293.73	316.07
Reserve Fund Balances - Liquid Assets	44.40	49.41	59.42	57.12	37.12	37.12	37.12
Parastatals' Interest payments	0.89	1.83	3.32	3.45	4.85	3.60	3.17
Parastatals' Principal repayments	2.15	2.73	7.47	5.13	7.58	8.16	8.07
Parastatals' Debt Service (Risk-Weighted)	0.61	0.91	2.16	1.72	2.49	2.35	2.25
Total Debt Service (Central Gov. and Parastatals)	15.79	16.28	17.22	19.73	25.23	25.50	28.66
Net Debt	104.25	113.01	123.23	131.41	213.62	256.62	278.95
Net Debt as % of Recurrent Revenue (max 80%)	32.98%	35.92%	40.66%	44.87%	71.59%	81.01%	84.32%
Debt Service as % of Recurrent Revenue (max 10%)	5.00%	5.17%	5.68%	6.74%	8.46%	8.05%	8.66%
Liquid Assets as % of Recurrent Expenditure (at least 25%)	17.57%	17.74%	19.90%	19.53%	11.09%	11.64%	11.59%

**BUDGET FRAMEWORK**

The MTFP sets the framework for the 2018-2020 Budget, and provides a narrative for the figures contained in the Medium Term Fiscal Frame. The Frame sets the upper limit and broad parameters for the Budget, which will be based approximately on the framework in Table 8 below.

*Table 8. Budget Framework*

	US\$ millions
Revenue	298.40
Recurrent Expenditure	334.70
<b>Capital Expenditure and Net Lending</b>	<b>52.39</b>
Capital Expenditure	52.39
Surplus/(Deficit)	(88.69)
<b>Net Borrowing/Deficit Financing</b>	
Loan Disbursements	92.00
Principal Repayments	14.42
Use of Reserve Fund	20.00

## APPENDIX

**Revenue Generating Initiatives added to Medium Term Fiscal Frame (US\$ millions)**

		Impact on Medium Term Fiscal Frame	Date to Implement	Annual Yield	Risk-weighted 2018	Risk-weighted 2019	Risk-weighted 2020
1	Increase in FSC Fees	Taxes on Goods and Services	Jan-18	29.60	29.60	29.90	30.20
2	SoEs Revenue	Taxes on Goods and Services	Jan-19	5.10		3.06	4.95
3	Property Tax	Property Tax	Jan-20	1.50			1.50
4	Water Rates	Other Revenue	Jan-19	8.05		1.04	2.47
	<b>TOTAL REVENUE</b>			<b>44.25</b>	<b>29.60</b>	<b>34.00</b>	<b>39.12</b>

**Expenditure Efficiency Initiatives reflected in Medium Term Fiscal Frame (US\$ millions)**

		Impact on Medium Term Fiscal Frame	Date to Implement	Annual Yield	Risk-weighted 2018	Risk-weighted 2019	Risk-weighted 2020
1	Rent	Goods and Services	Jul-18	1.62	0.81	1.62	1.63
2	Entertainment	Goods and Services	Jan-18	0.31	0.31	0.31	0.32
3	Fishing Complex Privatisation	Goods and Services	Jan-19	0.36		0.36	0.37
4	SoEs	Transfers and Subsidies	Jan-20	2.32	2.32	2.34	2.36
5	Assistance Grants	Other Expenditure	Jan-18	1.67	1.67	1.68	1.70
	<b>TOTAL EXPENDITURE</b>			<b>6.28</b>	<b>5.11</b>	<b>6.31</b>	<b>6.38</b>



**Parastatals Risk-Weighted Debt Schedule (US\$ millions)**

<b>Statutory Authority / Government Company</b>	<b>Risk Weight</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Tourist Board	100%	0	0	0	0	0	0	0
Health Services Authority	80%	0	0	0	0	0	0	0
HL Stoutt Community College	80%	0	0	0	0	0	0	0
Prospect Reef Management Company	80%	0	0	0	0	0	0	0
Airports Authority	50%	0	0	0	0	0	0	0
National Bank of the Virgin Islands	20%	0.17	0.14	0.11	0.09	0.07	0.05	0.03
Electricity Corporation	20%	2.30	3.44	7.92	7.37	6.77	5.90	5.13
Financial Services Commission	20%	0	0	0	0	0	0	0
Ports Authority	20%	5.35	10.00	9.39	8.94	8.05	7.30	6.47
Social Security Board	20%	0	0	0	0	0	0	0
<b>Total Risk-Weighted Debt of Parastatals</b>		<b>7.82</b>	<b>13.57</b>	<b>17.43</b>	<b>16.40</b>	<b>14.88</b>	<b>13.25</b>	<b>11.64</b>

## **2018 BUDGET ADDRESS “RESILIENCE BEYOND RECOVERY”**

### **Introduction**

Madam Speaker, I beg to move that the Bill shortly entitled , the Appropriation Act 2018, be read a second time and in so doing I crave the customary indulgence of this Honourable House to extend its normal courtesies in permitting me to deliver this year’s Budget Address.

Madam Speaker, I thank God for the opportunity to deliver this, my seventh Budget address as Minister of Finance in the Territory of the Virgin Islands and I am most grateful to the people of these Virgin Islands for permitting me to do so.

Madam Speaker, before we begin, I would like us to observe a moment of silence for a fallen member of this House of Assembly, Mr. Omar Wallace Hodge, and for all those families who have lost loved ones during and after hurricanes Irma and Maria.

Thank you Madam Speaker.

Madam Speaker, as I dive into the budget address in its usual structured way, there are some matters to be highlighted and on these matters, I will elaborate later in the address.

Without a doubt, this is the most difficult budget of my tenure as Finance Minister. Since the early 80s, BVI has been on an upward trajectory, we have enjoyed surpluses in our budgets and were able to build this Territory through our commitment, hard work and enterprising spirits. We took full advantage of the western world’s push for globalisation and carved a niche in the global market place for a financial services’ industry. In recent times, we had a GDP of \$1 Billion, a per capita income of over \$40,000.00. Over 1.1 million visitors graced our shores, some 450,000 companies were registered in the Territory and we were known far and wide as the sailing mecca of the Caribbean, if not, the world. Nationals from

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over 110 countries made BVI their home and the rich and famous of the world came to live among us or visit us on a regular basis.

Madam Speaker, ours, was a proud BVI where we valued education and invested heavily in our schools, community college and scholarships for study abroad; where our civil service was one of the most highly trained in the sub region and where we were able to provide a good system of health care for our citizens and residents. Where the rule of law was and remains sacrosanct and where our judicial system was independent and respected. Madam Speaker, the BVI was a beacon in the Caribbean.

And then, 6<sup>th</sup> September happened. ‘The strongest storm on record to exist in the open Atlantic Region’ ravaged our shores and changed the landscape and seascape of the Territory. Many lost their homes and their jobs, some lost their lives. The tourism infrastructure was hard hit. The absence of electricity, for many months was a great inconvenience to all to put it mildly. Thankfully the financial services industry was all able to engage their business continuity plans and could continue to operate remotely from abroad. We thank God that VIRRGIN, our business incorporations platform remained intact to accommodate this and thereby ensure an important revenue stream for the Territory at its most critical time. Evacuation and import of emergency relief supplies by air was painful. All of the airports around us, upon which we depended, were compromised. Over 90% of the structures were damaged in some way, some were destroyed completely. Many of the individual stories of experiences in the storms are horrific and most people, for the first time, were becoming acquainted with words like ‘under-insured’ and grappling to understand the senseless and unnecessary looting that took place in the early aftermath of the storm. The recently released Irma Diaries chronicled some of the experiences and no doubt other narratives will surface that will help us and the next generation to understand the challenges of these times.



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But we also had some wonderful success stories, Madam Speaker. Our Disaster Management System showed its value to the world in giving us a framework to survive the early aftermath of the storm. Our medical and health people sprang into action. BVI Electricity was a stalwart in getting us reconnected to electricity with help from various countries and our telecom agencies worked tirelessly to ensure that we could communicate at home and with the outside world. We were grateful, Madam Speaker for all the help we received from everyone. From large investors in the tourism and financial services’ sectors to small business owners to private citizens, past visitors to those who came among us to make BVI their home or their home away from home. We were especially grateful for the relief supplies we received and law and order restored through the help of Her Majesty’s Government and for the help we had from businesses, individuals, NGOs, charities, church groups; the list is long. We want to thank them all from the bottom of our collective hearts.

With all the help we were receiving, the sense of oneness and togetherness of residents and citizens alike, it made me remember a quotation from an anonymous source that said: “We were all humans until race disconnected us, religion separated us, politics divided us and wealth classified us.”

Madam Speaker, in the aftermath of Hurricanes Irma and Maria, we came together in a spirit of good will and solidarity. We were, indeed, all humans and we expressed a degree of happiness in being our brother’s keepers, of helping our neighbours, of showing brotherly love. This is the BVI that will be prosperous.

Today, we are some 6 months on from Hurricanes Irma and Maria. It is like being in Churchill’s England at the time of the 2<sup>nd</sup> World War. It required a different type of leadership, a firm leadership, a steady hand, a commitment to the people and their progress. We must evaluate our situation and make the best decisions in the collective interest. These

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are some of the most challenging times to date in the life of this Territory Madam Speaker. One mis-step could undermine our immediate recovery and hope for generations to come and may mean the difference between us rebuilding our homes, lives and economy or not. It is not business as usual and it is against this backdrop that I present my budget address to you and to all the people of the Territory.

Madam Speaker the people of this Territory have suffered tremendous loss, economically, physically and most importantly psychologically. They have borne the strain of uncertainty and angst, suffered and journeyed through the valley of despair but have held their heads high, and put their shoulders to the task of restoring our beloved country.

As I stand before you today, I would like to state categorically, that this spirit of resilience and commitment against all odds can see us comfortably through the challenging times ahead but we must stand together as one people: BVI STRONG.

I crave your indulgence therefore Madam Speaker as I outline, the challenges we face, my government’s response to overcoming these challenges, and our vision for the Territory in enabling us to position ourselves for a better BVI that improves the lives of ALL its citizens.

### **Our Current Challenges**

Madam Speaker our tourism product, suffered a serious setback in 2017 as a result of the unprecedented trio of events. The BVI was poised to continue its record breaking pace of increased tourism arrivals in 2017. In 2016, the BVI exceeded the 1 million visitor mark for the first time in its history recording increased arrivals across all sectors – cruise, overnight as well as day-trippers and recording visitor expenditure in excess of 482million USD. Madam Speakers this is no small feat for a Territory the size of the BVI. It is a testament to the ability of our people to punch above our weight.

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The historic and unprecedented disasters of 2017 threw the industry into chaos and diminished the revenue potential as well as the product. Overall visitor numbers recorded at the end of 2017 showed total arrivals of 756,151, a decrease of 387,922, representing a 33% decline. Cruise visitors decreased by 289,382 passengers, representing a 41% decline from 2016. Daytrip visitors declined by 5,713 or 33% and overnight visitors declined by 73,134 or 18%, taking us back to 2013 levels.

Our charter and bareboat industry pre- storm had 3, 800 berths at sea and as of 1<sup>st</sup> March stood at 1584. Land accommodations pre -storm were estimated at 2,700 rooms and as of 1<sup>st</sup> March stood at approximately 336.

Our industry is in a rebuilding mode with the charter yacht sector as a recovery leader being the first sector to rebound in a major way, keeping our tourism industry alive in the short term. We will begin to see a major resurgence of land-based tourism in the Fall of 2018 as villas and small properties are refurbished and reopened. What does this mean for tourism and for the British Virgin Islands? It means that our revenue stream will be greatly reduced in 2018. It also means less employment in the tourism sector hence affecting just about all other industries in the British Virgin Islands.

Our larger properties will understandably take a longer time to be up and fully operational. I was grateful that at a meeting with them in January of this year they all committed to reopening as soon as possible and hopefully in time for the 2019 season. This is great news and especially for our construction sector. We look forward with great anticipation to their reopening and being far better than they were on 5<sup>th</sup> September, 2017.

But we must continue to tell the story of the British Virgin Islands and maintain high visibility in the international tourism space. We must steadfastly protect our brand in the

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global market place. We have to take advantage of the marketing opportunities and ramp up our spend to tell the world exactly what is taking place with our product and when they can expect to enjoy our beautiful islands to the fullest.

It is important to recognise that in 2018, other players in the industry will not sit idly by and wait for the British Virgin Islands to redevelop and regain its market share. So we must act swiftly and aggressively. Our survival is at stake.

Hurricane Irma underscored for us the importance of tourism to the British Virgin Islands. We know the benefits. We saw increases in revenue over the last five consecutive years and today we feel the pressure of the reduced revenue as a result of the decrease in visitor arrivals following the storms. Tourism is, without a doubt, a very important economic driver in the BVI economy.

We need to make deeper investments in tourism. Without a vibrant economy, we will never be able to pay for our social infrastructure such as roads, schools and health facilities. Without tourism, we lose thousands of jobs, business opportunities and the corresponding taxes from the economy as we are now experiencing.

Many visitors have come back this year out of a sense of loyalty to us and a desire to help but if we do not rebuild, the situation may be very different next year and beyond. We also have to address airlift issues. Our visitors have consistently said that it is too difficult and too expensive to come to the BVI. Expansion of the runway at the T.B. Lettsome International Airport is vital to our continued success as a tourism destination.

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And, Madam Speaker, we must clean up the BVI. Those who refuse to act will be made to act. Let me repeat that Madam Speaker, Those who refuse to act will be forced to act in the further cleaning up of this Territory.

Madam Speaker these events have directly affected our Gross Domestic Product however, our financial services sector did not suffer significantly largely in part as a result of direct interventions by my Government, a resilient Registry of Corporate Affairs, which facilitated continued business in this sector even in the face of a devastated infrastructure and a nimble industry. Madam Speaker this was one of the very positive stories from Irma.

Beyond this however are the challenges we face from the European Union in their campaign to list countries that are in their own opinion, non-cooperative third countries. Also of significance are the pressures within the UK Parliament itself to mandate a move that is constitutionally tenuous, for the BVI to make its register of companies public. Madam Speaker these two issues, by themselves have the potential to significantly undermine our economy, the tax base on which central government depends to provide much needed services to the people of the BVI and the livelihoods of hundreds of people whose employment is in one way or the other connected to the financial services sector which is under direct threat.

Madam Speaker what we face with respect to these two issues alone, is a decision on whether we will continue to pursue our current financial services model or what actions this jurisdiction must take to make our financial services less vulnerable to these constant attacks.

As a Territory we must be even more vigilant in our effort to protect this most important sector of our economy during this post Irma period of vulnerability. Yet Madam Speaker I am very confident that with a united front, and with multi-partisan support in this

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Honourable House and in this Territory itself, with strong open debate we can come to a decision that will serve in the best interest of our Territory.

Madam Speaker in much the same way as the late Honourable Hamilton Lavity Stoutt and the late Hon Cyril B. Romney and many leaders did before them in various parts of the world, I stand before you to say that we shall overcome these challenges. Like Phoenix, we shall rise again Madam Speaker, greener, smarter and stronger; BVI STRONG!

This brings me to the greatest challenge that we face. This challenge madam Speaker is one which I must address, as it stands to destroy the very fabric of our society and the single most important factor that has been responsible for the success that we have enjoyed in the past; the single most important factor that has brought us from a subsistence economy, through dependence on Grant and Aid to having one of the highest per capita GDP's in the world.

Madam Speaker that greatest contributor to our success has been the benevolence of our people and selfless adherence to do what is right by your fellow man; despite what our own personal opinions may be of them.

Madam Speaker in many respects we have lost quite a bit of these qualities in favour of our own individual, though understandable pursuits of success. It is tearing us apart and has prevented us, in a time of great uncertainty and peril on our quality of life in the BVI to lose focus of the many grave matters we currently face; ranging from our own socio – economic issues within our borders to the eminent threat of demise of a sector of our economy on whose shoulders much of our economic success rests. Madam Speaker we must regain our socio-economic excellence and hence we must cast aside this growing divisiveness with great haste and act collectively in the best interest of our beloved BVI.

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### **State of the Territory**

Madam Speaker the trio of events of summer last have left us devastated, there is no question about that; yet ahead of us although I see many obstacles to overcome, I also see real hope; hope that is reflected in the eyes of people who have endured so much hardship, and yet have the audacity to laugh in the face of adversity; most importantly, everyday they give praise and thanks to God. With this as a backdrop Madam Speaker I am confident that there is no hill that will be too high to climb, no ocean that will be too wide to cross and no adversary too big to face as the BVI forges ahead to restore itself.

Madam Speaker, the challenges of 2017 are reflected in our economic performance for the year. As I said at the outset of this address the size of our economy measured by gross domestic product (GDP) reached over a billion dollars in 2016 in nominal terms. At the end of 2017 our provisional estimate is that nominal GDP had declined to nine hundred eighty eight point five (988.5) million dollars.

In real terms which take price changes into account, at the end of 2017 our GDP was estimated at eight hundred eighty nine point two (889.2) million dollars. This represents a two point seven percent (2.7%) decline compared to real GDP at the end of 2016.

We experienced catastrophic levels of damage to the amount of an estimated three point six billion dollars in the entire economy or over three and a half times our annual Gross Domestic Product. The estimated relatively small decline of under three per cent in the size of our economy is thus quite remarkable but not without reason. The sustained performance of our financial services industry has helped to cushion the impacts of the notable decline in tourism and other industries after the devastating events in 2017.



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The resilience in the Financial Services sector allowed for the associated strong performance of receipts of Government revenues from company incorporations up to the end of the year.

With its heavy reliance on physical infrastructure, our tourism industry did not fare nearly as well as I already explained. We had a mass reduction in tourist arrivals which has been felt across the economy, as damaged properties and vessels have resulted in laid off workers, idle taxi operators who have fewer cruise passengers to transport, and a corresponding decrease in provisioning and other services provided to the industry.

Through this unfortunate occurrence however, the need to rebuild has fuelled construction, which has served to provide buoyancy in an otherwise devastated economy and has cushioned the after effects of the 2017 storms. This spike in construction, and its continued strong performance into the medium term, is an important part of our strategy for the prosperity of our people in the medium term.

Madam Speaker, our inflation rate reached one point two percent (1.2%) in 2017, up from one point one percent (1.1%) in 2016. Maintaining low and stable inflation is an important economic target that we must control to retain or improve affordability in the BVI economy.

Madam Speaker, in terms of our economic recovery, I reiterate that much has been done but there remains much to do. Lofty GDP numbers nearing one billion dollars do not necessarily speak to the reality of people’s lives. I know that people are hurting. My Government has and continues to be committed to improving our economic prospects and to improving the standard of living for all in the Virgin Islands.

### **Fiscal Performance**

## **“RESILIENCE BEYOND RECOVERY”**

Madam Speaker, in 2017 Government revenue totalled approximately two hundred and ninety-two point nine (292.9) million dollars. This was thirty point two (30.2) million dollars less than the three hundred twenty one point one (321.1) million budgeted for the year. This means that even with revenue from financial services performing well above expectation, we brought in thirty million dollars or nine point three percent (9.3%) less than was budgeted. This demonstrates the significant impact of the storms in the months following their landing.

Our efforts to assist our people in rebuilding and piecing together our lives resulted in a thirty four point seven percent (34.7%) or sixteen point five (16.5) million dollar negative variance in collected taxes on international trade, including customs duties. But it was the right thing to do and we expect that with rebuilt homes, businesses and lives, we will have increased revenue in the future.

On the expenditure side, recurrent expenditure for 2017 totalled approximately two hundred and ninety-two point four (292.4) million dollars which was eleven point five (11.5) million or four point one percent (4.1%) above originally budgeted recurrent expenditure. Our efforts in particular to respond to storm impacts and to pay off outstanding utility bills drove the recorded over expenditure on operations.

Madam Speaker, overall total expenditure for 2017 was twenty one point eight (21.8) million less than budgeted, as several capital expenditure projects were suspended at the end of the year and focus was shifted to immediate recovery.

Underperformance of revenue combined with over-expenditure on the recurrent side resulted in a smaller than budgeted recurrent surplus of approximately five hundred thousand dollars (\$500,000). Repaying our existing debt and making needed capital acquisitions and investments thus resulted in an overall negative balance brought into 2018.

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Madam Speaker, as such we have had to borrow to finance our negative balance. Total public borrowing moved from approximately one hundred eighty two point seven (182.7) million dollars in 2016 to one hundred eighty eight point five (188.5) million in 2017. This figure is inclusive of total Central Government disbursed outstanding debt of one hundred twenty five (125) million dollars at the end of 2017.

The total debt of our Statutory Bodies at the end of the year was eighty two (82) million dollars which includes debt from the BVI Ports Authority, BVI Electricity Corporation, and the National Bank of the Virgin Islands. At one hundred eighty eight point five (188.5) million dollars, total public borrowing represented approximately nineteen point one percent (19.1%) of GDP at the end of 2017.

Madam Speaker, in terms of debt servicing, Central Government's principal and interest payments remained relatively low in 2017 totalling approximately eighteen (18) million dollars or one point eight percent (1.8%) of GDP.

Madam Speaker, additional borrowing will be necessary as we finance our recovery and development in the coming months and years. We must ensure though that any new borrowing is done responsibly, that the use of the debt incurred is done in a manner that is efficient and provides the highest possible value for money in its use. Madam Speaker it is important for me to point out that it is unacceptable in the face of the challenges that lie before us, that we facilitate any mechanism that does not allow us to take on additional debt at the lowest possible costs, that this debt is used in a manner that is transparent and fair, and that the resultant debt burden to central government is sustainable and does not compromise the lives of the future generations of this Territory. In light of this Madam Speaker it is of paramount importance, that while we concern ourselves with the immediacy of leading and

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providing the general services to the people of this Territory, it is vitally necessary to have a credible, multi-stakeholder mechanism to manage our recovery process, and in so doing strengthen the physical infrastructure of the Territory to meet the challenges ahead.

Madam Speaker, in theory, the possibility of following a different path existed. In theory, even though we have not received mammoth giveaway grants, we could have financed the recovery without increasing our debt level over an exaggerated period of time. But Madam Speaker, we are not dealing in theory here, we are dealing with the lives of our people. Hence the practical reality of our economy would make this option akin to economic suicide.

### **Fiscal Strategy and Outlook**

Madam Speaker, in ensuring that additional borrowing is sustainable we recognise that as a Government we have to do things differently. Our fiscal strategy thus demonstrates how we can increase revenue and decrease recurrent expenditure.

Through our fiscal strategy this year we are expecting twenty nine point six (29.6) million in additional revenue. This additional money for our operations is anticipated from the already implemented increase in financial services fees. With this additional revenue our total revenue budget is two hundred ninety-nine million, five hundred and twenty-five thousand, three hundred and sixty-six dollars (\$299,525,366).

Madam Speaker, on the expenditure side our Public Sector Transformation process is aimed at containing the operational costs of the public service while moving towards improved efficiency and effectiveness. We envision putting downward pressure on the costs of procuring goods and services, including rent, consultancies and assets like furniture and vehicles. We will accomplish this through better contract negotiation and the procurement processes. Madam Speaker, it is imperative now more than ever that we receive value for

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money for the people of this Territory; especially as we borrow in our collective names and on our children’s future. Total recurrent expenditure is budgeted at three hundred and thirty five million, three hundred and ninety-one thousand, two hundred dollars (\$335,391,200).

Capital expenditure this year will necessarily be focused on recovery projects, and is estimated at fifty one million, seven hundred and fifty thousand, nine hundred and sixty two dollars (\$51,750,962). A significant portion of this expenditure will be spent on projects funded by the acquired Reconstruction and Rehabilitation Loan from the Caribbean Development Bank aimed primarily at rebuilding our schools, roads, and our water and sewerage infrastructure in the coming months.

Madam Speaker, our economy is an economy built on two major sectors or pillars, and underpinning both of these sectors of Tourism and Financial Services is the common denominator of SERVICE.

Madam Speaker, we are a service economy and we must keep that foremost in our minds at all times. Additionally, both of these pillars are reliant on inward investment and external forces. In both of these pillars we face fierce regional and international competition well beyond our shores. There are jurisdictions competing to take on our market share in financial services and in tourism if and where we fall short. Indeed Madam Speaker, we have witnessed this reality in terms of tourism in the months following the storms.

It is for this reason that we have to, relatively speedily, but also with care and due concern, invest in the recovery and development of the Territory’s infrastructure. As we rebuild Madam Speaker, we must do so with resilience and sustainability at the forefront. The realities of our changing political, economic, social and environmental context refuse to be ignored.

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Madam Speaker, through our efforts to grow our revenue base, contain operational costs and invest in our recovery and development, we are anticipating positive real economic growth in 2019. As our tourism sector recovers with landside hotel and villa properties repaired and rebuilt, we anticipate increased tourist arrival numbers in 2019. With the recovery of tourism and sustained performance of financial services, we anticipate real GDP growth of six point four (6.4%) percent in 2019.

Madam Speaker, this expectation will of course be dependent on our ability to keep things moving positively, have a sustainable recovery and development process over the coming months and provide the infrastructure that is vital to the successful operation of our industries.

### **Shifting the Paradigm - The Road Map**

Madam Speaker, one of my Government's first priorities following the impact of the storms was to ensure that the basic needs of the population were met. Thereafter, we immediately embarked on planning our recovery and redevelopment. Our aim was and still remains to produce a comprehensive plan that covers the immediate, short term, medium term and longer term aspects of our recovery. We have produced a draft plan on which we have had widespread consultation. We have listened and taken on board your suggestions and constructive criticisms as to how best to propel and sustain our recovery and future development.

Madam Speaker because of the input of the people of the BVI, we expect to include in the plan projects that our people have suggested are vital to our recovery. Similarly, we are considering removing and/or placing less emphasis on certain projects that were not felt to be as crucial as we initially believed.

## **“RESILIENCE BEYOND RECOVERY”**

Madam Speaker central to the efficient execution of our recovery plan within a timespan that will have the greatest impact on the needs of our people now, and the sustainability and improvement on their way of life beyond that, must be an effective mechanism for the delivery of this plan. To expect the current systems of Central Government to cope with this gargantuan additional burden, while currently struggling to maintain our current commitments, is neither practical nor feasible. As a Government for the people and by the people, my colleagues and I are constrained to deliver a complex suite of interventions to restore and progress the BVI beyond its pre recovery status quo in order to protect our people and future generations for decades to come. I will go further Madam Speaker. These interventions go beyond our resources and so even as we welcome the UK guarantee and the significant amount of monies available through donations from the international community, we must put in place a structure for the management of these funds that would assure, first the people of our Community that the Guarantor, the UK and importantly the international donor community and your Legislators that these monies will be used for the purposes intended and approved by this House of Assembly and will uphold the principles of fairness transparency and efficiency at all costs. The mechanism which has been proven globally to do this in the best manner is an independent Recovery and Development Agency.

We have proceeded along these lines Madam Speaker, despite the misinformation that has been conjured up to prevent its formation. To act otherwise, Madam Speaker, will compromise the current way of life we all enjoy including that of the very people who oppose, but even more importantly, we must improve the lives of the people of the BVI who depend on us to do right by them. Madam Speaker, on this issue I must stand, as an experienced political leader on a matter of principle, for ALL the citizens and residents of the BVI now and generations yet unborn.



## **“RESILIENCE BEYOND RECOVERY”**

Allow me Madam Speaker, to make a few straightforward points about this Agency:

- a) It will deliver recovery and development at a pace that facilitates rapid economic and social redevelopment for the people of the BVI;
- b) It will enable access to investment, and funding from the UK, public, private, corporate and philanthropic sources;
- c) It will enhance the core capacity and capability to deliver recovery and development quickly, whilst enabling ministries (the public sector) to deliver their core services;
- d) It will ensure transparent dialogue among GOVI, RDA and stakeholders whilst sustaining GOVI's ownership and oversight of recovery and development process; and
- e) Legislation will provide for the agency to have a finite life and be accountable to the House of Assembly through Cabinet.

There is a lot of unhelpful chatter in circulation about the Agency being a Government within a Government; this is patently false: Madam Speaker it is difficult to understand the basis of this noise. Firstly, the Cabinet of the Virgin Islands must approve the Agency and set its terms of reference and modus operandi. Secondly, we as members of the House of Assembly will create the necessary legislation to establish the Agency to serve the people. Thirdly, we as members of the House of Assembly will set the framework within which the Agency operates. Fourthly, we the House of Assembly will give the Agency its vision, strategy and plan; and fifthly, the Agency is accountable to this House. In short Madam Speaker; it is ours!

## **“RESILIENCE BEYOND RECOVERY”**

Madam Speaker, amidst all the disastrous woes visited upon us by the unprecedented trio, numerous opportunities have presented themselves. We now have the opportunity to rebuild our country better, stronger, greener, smarter and more resilient. Opportunities are limitless for the public and private sector players. I remain confident that given the natural entrepreneurial spirit and skills of our people we are well poised to launch another chapter in our development history. Perhaps most importantly is the fact that time marches on and as I said just over a week ago, we cannot continue to live in a bombed out shell of what was our beautiful BVI.

Madam Speaker, my vision for the BVI is informed by what I believe our beloved Territory should look like in say the next ten years. In order to aid in the enunciation of this vision, I wish to explain this vision in two five year slots.

At the end of the first five years Government, or the BVI in general should be well advanced on its infrastructural revitalization that adequately supports its key industries of tourism, financial services and agri-business including fisheries. This dictates that we must fix our transportation network systems – roads, air and seaports. Movement of people and goods into, from and within the entire network of islands forming the BVI should be brought into the 21<sup>st</sup> century. Underpinning this should be the modernised private structures to accommodate economic activity and public institutions such as state-of-the-art buildings, environmentally friendly resorts, majority locally owned and operated marinas, fishing fleets, ferry vessels, yachts, and the legal structures and institutions to support the growth and sustainability of an economy geared towards the active participation of the people of these Virgin Islands.

Madam Speaker, my vision is for easier private access to financial capital for all business entrepreneurs within the BVI. It is no secret that I am wedded to the idea that if we are to

## **“RESILIENCE BEYOND RECOVERY”**

grow the BVI in a sustainable manner, we must support the involvement and active participation of small and medium size enterprises in the Territory. I would much prefer prospective entrepreneurs exerting most of their energies on developing viable business plans for growing their businesses rather than stressing over unlocking financial capital.

Madam Speaker, given the nature of our leading economic sectors, it behoves us to embrace existing technologies to modernize our communication networks domestically and internationally. The digital world threatens to pass us by unless we can hurriedly hitch ourselves onto that speeding train to the virtual world. The sweeping winds of the hurricanes afford us the opportunity to launch anew our e-Government initiatives. We need to encourage our communication and internet providers to bring us to the game. BVI must find itself at the forefront of telecommunication (ICT) advances. We cannot, we must not stand still in this space. To do so will mean losing our productive industries.

Madam Speaker, in the latter five years, I see the BVI as a striving mecca. We would have transitioned to a jurisdiction offering a wider suite of financial products with greater economic substance and sectoral linkages to the rest of the economy and fuelled by private sector activity. This is the endgame Madam Speaker, for the private sector to flourish and drive the economy; an economy that will be shaped and driven by our people through their success stories. In this society Madam Speaker, central government will be a facilitator of the success of the Territory and not a competitor with our private sector. This is a fundamental point that every successful economy in the world today has recognised as counterproductive to efficient markets.

### **The Budget**

Madam Speaker, this 2018 budget presented an opportunity for my Government to manage both capital and recurrent expenditures in a manner that correlates with our current

## **“RESILIENCE BEYOND RECOVERY”**

economic reality. This opportunity, nonetheless presents certain challenges since we are constrained by a sharp reduction in available resources at a time when we need to bolster economic activities to stimulate economic growth to maintain the standard of living and prosperity that we have grown accustomed to here in the Virgin Islands. This Madam Speaker, difficult as it may be, remains a surmountable challenge that presents additional opportunities as well.

Madam Speaker, total revenue of two hundred and ninety-nine million, five hundred and twenty-five thousand, three hundred and sixty-six dollars (\$299,525,366) is projected for this 2018 fiscal year. This is a 7.3% decrease or twenty-three million, five hundred and eighty-seven thousands, two hundred and sixty-five dollars (\$23,587,265) less than the 2017 estimate of three hundred and twenty-three million, one hundred and twelve thousand, and six hundred and thirty-one dollars (\$323,112,631).

Madam Speaker, based on the 2018 revenue projections, and total estimated recurrent expenditure, including public debt and fund contributions, we are anticipating a recurrent deficit of fifty-three million, two hundred and ninety-one thousand, one hundred and thirty-four dollars (\$53,291,134). This amount is projected to be partially funded from loans and fund contributions, as well as insurance proceeds.

Madam Speaker, from the schedule before you, you will also note that total recurrent expenditure, including debt service and funds contributions, for fiscal year 2018 is estimated to be three hundred and fifty-two million, eight hundred and sixteen thousand, and five hundred dollars (\$352,816,500). This Madam Speaker represents a 14.4% increase over the 2017 allocation of three hundred and eight million, one hundred and eighty-seven thousand, one hundred and thirty-one dollars (308,187,131). This increase is primarily attributed to my

## **“RESILIENCE BEYOND RECOVERY”**

Government’s undertakings across various sectors and agencies in response to the ongoing recovery and reconstruction work.

Madam Speaker, we have distributed the revenue projected in the budget as follows:

- Constitutionally Established Departments, two point three percent, 2.3%
- Governor's Group, ten point eight percent, 10.8%
- Premier's Office, seven point seven percent, 7.7%
- Ministry of Finance, nine point five percent, 9.5%
- Ministry of Natural Resources and Labour, four point four percent, 4.4%
- Ministry of Education and Culture, fifteen percent, 15%
- Ministry of Health and Social Development, twenty-two point seven percent, 22.7%
- Ministry of Communications and Works, fourteen point one percent, 14.1%
- Pensions, Public Debt & Funds Contribution, thirteen point five percent, 13.5%

Madam Speaker, in 2018 we projected development expenditure to be fifty one million, seven hundred and fifty thousand and ninety-six dollars (\$51,750,096). This amount comprises of capital acquisitions of six million, two hundred and thirty-seven thousand, eight hundred and sixty-six dollars (\$6,237,866), and forty-five million, five hundred and thirteen thousand, and ninety-six dollars (\$45,513,096) for infrastructure development across the Territory.

The Governor’s Group has been allocated seven million, nine hundred and sixty-seven thousand, eight-hundred dollars (\$7,967,800), or fifteen point four percent (15.4%) of the Development vote.

Madam Speaker, in this budget cycle, the Governor’s group will:

## **“RESILIENCE BEYOND RECOVERY”**

- a) support the development of disaster management programmes and re-establish appropriate hazard monitoring systems as well as improve the coordinated management of pre and post disaster funding and place greater focus on accountability. We will embark on repairs to critical systems including sea and air port facilities and the implementation of the Emergency Housing Programme.
- b) rebuild and restore confidence in the public service. We will seek to restore as many Government owned and rented spaces as possible to enable public officers to better serve the public. We will also place emphasis on an enhanced customer service experience.
- c) fully restore damaged judiciary facilities during this budget cycle.

Madam Speaker, the security of the Territory and the detection of violent and serious crimes remains high on my government’s agenda. The Royal Virgin Islands Police Force (RVIPF) currently has six UK detectives in the Territory. We will, in this cycle, place priority on the restoration and improvement of public CCTV and in enhancing firearm capability and capacity. We will introduce an ARV model (armed response vehicle) by the end of April 2018, giving 24 hour armed coverage to Tortola. The Force is also on stream to re-establish a K-9 unit by the end of the 2<sup>nd</sup> Quarter. We will grow the Marine Unit, recruit ten additional marine officers in 2018, and enhance the level of operational cooperation and resource sharing between our border control agencies and the Royal Virgin Islands Police Force.

Finally, we will focus on the commencement of the Archives and Records Management Act, 2010 which is pivotal to the frameworks for e-Government, Freedom of Information, Data Protection and other initiatives associated with transparency, good governance, accountability and Public Service transformation. Importantly, Madam Speaker, it is also my

## **“RESILIENCE BEYOND RECOVERY”**

Government’s intention to construct and outfit a new building facility for the Department of Disaster Management, which will also host the NEOC; the current DDM/NEOC building is not fit for purpose, and structurally unfit for repair.

Madam Speaker, I also take a moment to express my gratitude to the Prime Minister of St. Lucia, Mr. Allen Chastanet, his Government, and the people of St. Lucia for housing the Commercial Court until it was relocated to the BVI, and the soon to be relocate inmates from our Balsum Ghut Facility from Her Majesty’s Prison (HMP). I would also like to record my thanks to the Financial Services Industry for contributing to the refurbishment of the Commercial Court in the BVI which should be ready for occupation shortly.

Madam Speaker, it also bears special mention that the BVI had been a low crime or no crime jurisdiction for decades and I am committed to stamping out crime wherever it rears its ugly head and to work with the National Security Council and the Commissioner of Police to ensure a more vigorous detection and prevention platform.

In the Premier's Office, one hundred and seventy-one thousand, three hundred and fifty-five dollars (\$171,355), has been allocated for Capital Acquisitions.

Madam Speaker, the efficient management of our borders is becoming even more important, and we have embarked on an ambitious programme of modernization within the Immigration Department to effect this. This, coupled with an aggressive e-Government effort is expected, in concert with the public sector reform initiative, to result in noticeable gains in the efficiency and effectiveness of the public sector’s service delivery. In addition, we will promote the viability of our small and medium sized businesses within the Territory through the BVI Innovative Business Lab, jointly funded by OCTA and the BVI Government. Further, we expect that the continued progress within the Central Statistics



## **“RESILIENCE BEYOND RECOVERY”**

Office will soon provide us with more readily accessible data and statistics that will allow for better informed decision making at the policy level throughout Central Government. We have also taken action within the Premier’s Office, as a result of the large scale destruction within the yachting subsector to enact the Nairobi Convention on wreck removal to ensure that hazards to navigation and the environment from wrecks are minimized.

In the Ministry of Finance, six million, seven hundred and forty-six thousand, five hundred and ninety-six dollars (\$6,746,596), or thirteen percent (13%) of the Development vote has been set aside for various capital improvement initiatives. Most importantly, four million seven thousand and ninety-six dollars (\$4,007,096) has been set aside from the CDB Rehabilitation and Reconstruction Loan to assist with contingencies relating to projects across all Ministries.

Madam Speaker, the Ministry of Natural Resources and Labour has been allocated eight hundred and twenty-five thousand dollars (\$825,000), or one point six percent (1.6%) of the entire Development vote. Madam Speaker, the importance of the environment and our natural resources cannot be overstated. We had extensive damages to beaches, marine shelters, mangroves and reefs. The threat to the marine life comprised an important part of our food security framework. Harm has been done to our farmers’ ability to generate local produce with further shocks to food security. My Government will strengthen both the fishing and farming communities by investing in the re-development of the sectors to ensure greater self-sustainability and reliance. Madam Speaker, as a start, three hundred thousand dollars (\$300,000) has been allocated to undertake repairs and maintenance work at the BVI Fishing Complex.

The removal of derelict vessels from our shores coupled with the re-vegetation of our beaches and the rehabilitation of our mangroves and other coastal communities is a must.

## **“RESILIENCE BEYOND RECOVERY”**

The completion of the Environmental Management and Climate Change Bill will provide for the establishment of a framework for improved stewardship of our natural resources. We will also continue work on the photogrammetric mapping of the Territory.

In the Ministry of Education and Culture, we allocated six million and sixty-eight thousand, one hundred and ninety-five dollars (\$6,068,195), or eleven point seven percent (11.7%) of the Development vote. Education is the key to the development of our Territory and we must continue to invest in our children.

We are rebuilding our schools through public private partnerships, rebuilding stronger and more resilient infrastructure, ensuring that our schools are greener, disability ready and technologically savvy. The Enis Adams, Primary, Jost Van Dyke Primary, Robinson O’Neal Memorial Primary and the Bregado Flax Secondary Division are all on track to be completed by 2019.

Work will be carried out at the Elmore Stoutt High School to repair the L-shaped building to house the senior secondary students (Grades 10-12). Grades 7-9 will remain at the old CTL building to continue their full day of school.

Works have begun to have the Leonora Delville Primary School repaired to ensure that the students on the western end of the island can move from the tents presently being used. Other schools will need to be addressed and there will be continuous work throughout the year on all the schools.

Achieving the UNESCO *Education For All* Goals as well as the strategic imperatives of the Education Sector Strategy 2012-2021 is of paramount importance. Training of our Education Officers, Principals and teachers must continue in order to strengthen the leadership and instructional competence in our education system.

## **“RESILIENCE BEYOND RECOVERY”**

Youth Development and discouraging anti-social behaviour is high on the agenda. We will continue to build and strengthen after school programmes as well as introduce other programmes to reach young people.

Madam Speaker, work will continue at HMP to ensure that the institution is safe and secure. The buildings are well on the way to being completed.

Through the Department of Culture the Ministry will be seeking to advocate cultural skills development and job creation. Finally Madam Speaker, this year, we will begin to look at rebuilding the library services.

Madam Speaker, in the Ministry of Health and Social Development, two million six hundred and fifty-one thousand, two hundred and sixteen dollars (\$2,651,216), or five point one percent (5.1%) of the Development vote has been allocated to various capital initiatives, including work at the Nurse Iris O’Neal Clinic on Virgin Gorda. Upgrade to the clinics throughout the Territory will commence this year, and to do this, two hundred thousand dollars (\$200,000) has been allocated. Work will also continue on the 911 Emergency System through an allocation of three hundred thousand dollars (\$300,000). Madam Speaker, part of Government’s responsibility in disasters is to promote economic recovery and growth with equity. This includes providing social safety nets. This year, fifteen million dollars (\$15M) will be allocated towards housing support to families, based on financial need.

My Government is also determined to fully restore social services to seniors, children, persons with special needs and other disadvantaged groups that have been displaced since the passage of Hurricane Irma. The Autism Centre and Rainbow Children’s Home will be restored with the kind generosity of several partners, and repairs will be carried out to

## **“RESILIENCE BEYOND RECOVERY”**

several Community Centres that are used as emergency shelters throughout the Territory. Repairs to the Adina Donovan Home and the Virgin Gorda Elderly Home are also nearing completion.

The restoration and redevelopment of public health facilities continue. Reconstruction and refurbishment works are being carried out in Long Look, Cappaon’s Bay, North Sound, Jost Van Dyke and several other locations.

Madam Speaker, we will also continue with accreditation efforts of Peebles Hospital and expand the range of healthcare services provided in the Territory.

In the Ministry of Communications and Works, twenty seven million, three hundred and twenty thousand dollars (\$27,320,000), or fifty-two point eight percent (52.8%) of the entire Development vote has been allocated, in part, to upgrade and repair the Territory’s damaged infrastructure. Most specifically Madam Speaker, this money has been earmarked for reconstruction of the Territory’s roads and revetment barriers including constructing drains and sidewalks at Carrot Bay. In Cane Garden Bay, improvements to the road and revetment barriers will continue. Madam Speaker, improvements to the Territory’s sewerage system will also continue, especially in the East Long/Look, Road Town and Purcell area, as will stabilization projects, including construction of retaining walls in various areas including Great Mountain, Sabbath Hill, Little Dix Hill, and Long Trench.

### **Tourism**

Madam Speaker, I have already spoken at length about tourism but would like to add that the BVI Tourism Industry registered an historic year in 2016 which resulted in an economic impact surpassing \$482 million.

## **“RESILIENCE BEYOND RECOVERY”**

As we seek to rebuild BVI tourism it must be based on the following four (4) principles:

- a. Protecting the BVI brand position globally;
- b. Rebuilding tourism infrastructure to a category 5 standard on the landside and on the marine side in designing boat storage facilities to withstand the same;
- c. Leapfrogging wherever possible our competitive advantage in areas such as environmental management, yachting, private islands, unique restaurants and beach bars, resort development and island-hopping capabilities; and
- d. Positioning the BVI to attract new investment in the hospitality industry.

### **Financial Reforms**

Madam Speaker, it is my Government's intention to strengthen public financial management by reforming our public financial management laws and laws related to fiscal rules and responsibility and budget stabilization. Revision of the Public Finance Management Act will allow for greater control and management of our public finances, thus creating greater transparency and accountability in the authorisation of expenditures, administration of special funds, management and control of the public debt, and the preparation of public accounts and reports on public finances and performance. It will also call for greater accountability of public entities and State Owned Enterprises. In essence Madam Speaker, this reform will help to ensure the soundness of decisions that are being made, and will hold the Government increasingly accountable to the people.

Although this is not a reform but certainly a requirement, I am pleased Madam Speaker that annual accounts for the years up to 2015 are now with the Auditor General for auditing. I look forward to laying these on the Table of this Honourable House once they are completed.

Madam Speaker, to strengthen fiscal governance, particularly as it relates to procurement, new guidelines and proposed legislation will be presented to this Honourable House for

## **“RESILIENCE BEYOND RECOVERY”**

approval, which will improve transparency and competitiveness in our current procurement processes.

Madam Speaker, it is my Government's intention to instil confidence through the transparency, objectivity and predictability of the outcome of our procurement processes. There will, naturally, be a need for training to bring persons up to the level at which they will be able to successfully participate in this process, and my Government is prepared to ensure that persons wishing to participate are afforded the opportunity to do so competitively.

Madam Speaker, as the Territory forges ahead with its recovery efforts following the devastating impact of Hurricanes Irma and Maria, it is crucial that the normal operations of the Government continue unencumbered with the additional financial burdens.

Madam Speaker, in this respect I am pleased to announce that our partners at the Caribbean Development Bank, who have assisted us since the impact of the storms through the provision of grants, loans and other technical assistance, have once again offered their support in helping the Territory to restore economic stability and build resilience, while providing immediate liquidity support for our recurrent operations.

Madam Speaker, in the coming weeks I will be bringing a motion to this Honourable House for the approval of a Policy Based Loan which will support my Government's current efforts towards economic stabilisation and strengthening fiscal resilience to future shocks. Madam Speaker, the main purpose of this Policy Based Loan is to bridge the projected deficit in the 2018 Budget.

## **“RESILIENCE BEYOND RECOVERY”**

Madam Speaker, even in the best of financial times recovery and rehabilitation of this magnitude is a costly effort, and the reality is, we cannot foot this bill on our own. This is why it is so important that we have the support of the UK Government. The UK Government has pledged that it will guarantee up to £300,000,000 in borrowing to aid in our recovery; and I have every intention of leveraging it responsibly.

Madam Speaker, there has been much public discussion about this, but the fact is my Government has a responsibility to the people of the Virgin Islands to get this country back up and running and to move it forward in a sustainable way. Any entity, be it private or public, that agrees to guarantee loans of any sort will naturally insist on certain stipulations to minimise its risk exposure. The British Government is no exception.

Madam Speaker, using the pledged support from the UK Government to guarantee our borrowings, we have engaged with CARTAC and the CDB to determine what levels of additional debt will be prudent to get the job done while not compromising the financial flexibility of future generations; we have come to clear views on this matter that I will discuss in this House very soon.

### **Conclusion**

Madam Speaker, in closing, permit me to reiterate my gratitude for so much. First and foremost I thank almighty God for sparing our lives during the 2017 hurricane season and for continuing to watch over us as we work to rebuild our Territory.

I must also thank the people of this Territory for their patience and support during what has been a difficult period for all. I encourage each and every one of you to continue to forge ahead in your recovery efforts, and to continue to hold this Government accountable to you the people.

## **“RESILIENCE BEYOND RECOVERY”**

Madam Speaker, I wish to also express my gratitude to our international partners who stepped up and assisted us in our time of need. Relationships such as those held between us and the UK Government, the CDB, CARTAC, DFID, PAHO, CEDEMA, UNDP, UNICEF and UNESCO, Unite BVI and Convoy of Hope to name a few, are the reason we are able to look ahead with the hope and promise of a brighter tomorrow.

Madam Speaker, to all the first responders and persons who were on the front line immediately after the 2017 hurricanes ensuring this Territory was returned to some level of normalcy, I also say a heartfelt thank you. In particular to the dedicated staff of the BVI Electricity Corporation who continue to work to ensure power is fully restored to all parts of the Territory.

Locally, if it were not for the hard work and co-operation of many citizens and persons calling BVI their home, we could not have successfully embarked, as we have done, on the road to recovery. I am specifically thinking of our heavy equipment operators, our banks, the Social Security Board, insurance companies and agents, persons in the construction trade, retailers and the numerous volunteers and other persons who assisted, and continue to assist in our recovery. For your commitment and dedication, I thank you.

To the Public Officers who continue to tirelessly support me and my colleagues by ensuring that our mandates are fulfilled, I express my deepest appreciation for the work that you continue to do on behalf of the people of the Virgin Islands.

Finally, Madam Speaker, I would also like to recognise the work of my colleagues here in the House of Assembly. Ours is a difficult task especially in these trying times. And although we may not always see eye to eye, our whole duty in this Honourable House is to protect the



## **“RESILIENCE BEYOND RECOVERY”**

interests of the people of this Territory and work tirelessly to ensure that from day to day, from year to year, their lives and that of their children and families are significantly improved. Politics must not divide us to the extent that we fail the very persons whose interests we are sworn to protect.

Madam Speaker, we still, unfortunately, have families without repaired homes, without means of sustenance, without vibrant businesses. We are still struggling with damaged and destroyed schools, public buildings and public infrastructure. The differences we think we have in this Honourable House, pale in comparison to the needs of the people who sent us here. Let us employ our combined best efforts to work on their behalf. I know your concerns are for the people of this Territory. Let us, together demonstrate this to the people, and let us come together to do what is best for our people and for these beautiful islands we call home.

Thank you Madam Speaker. May God bless you, and may He forever bless the BVI.



GOVERNMENT OF THE  
**VIRGIN ISLANDS**  
Office of the Deputy Governor

# Deputy Governor's Report 2019

1 Year in Office | March, 2019



David D. Archer, Jr.  
Deputy Governor

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# Introduction

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David D. Archer, Jr  
Deputy Governor

Dear Reader:

In the spirit of accountability, transparency and the future of the Public Service where the Freedom of Information legislation will be instituted, this 1-Year in Office Report provides an update on some of the salient parts of the work I have completed in my role as Deputy Governor since being sworn in on 1<sup>st</sup> March, 2018. This report serves as a continuation of the 6-Month in Office Report that was published in September 2018.

This report is being published following the election of a new administration to office. The new Government has an aggressive 15-point plan that they wish to implement, and with the continued recovery efforts, the Public Service has never been more important in ensuring a vibrant and sustainable BVI. The Public Service is critical to taking the Territory forward and ensuring that we deliver a BVI that is stronger, smarter, greener and better, in short, 'An Amazing BVI'.

Being cognisant that our Territory stands at a point of amazing opportunities, the Public Service, must deliver on our vision for Public Service Transformation which is to be:

- A respected customer-focused Public Service which is accountable, productive, innovative and unified.
- An efficient, transparent, technologically advanced organisation which delivers competent, prompt and fair services for the betterment of the Territory.
- A modern, highly motivated, accessible, customer-oriented organisation that delivers professional, relevant, efficient and cost-effective service that is transparent and ethically driven.
- An economically sustainable Public Service that is accountable to the people it serves.
- A Top 5 Public Service organisation in the World.

To realise our vision, all Ministries and Departments must work in a clear partnership with our clients being the focus of our public service business.

Internal and external stakeholders recently participated in consultation for the Public Service Management Bill. The Bill seeks to lay a foundation for a modern Public Service that can “create an environment for high performance, and efficiency, to respond adequately to the socioeconomic needs of the Territory and to global challenges”. With this in mind, the role of the Deputy Governor, as identified in the Virgin Islands



Constitution Order Section 38, is further elaborated upon in the draft Public Service Management Bill as follows:


**“Principle objectives of the office of Deputy Governor**

The principle objectives of the office of the Deputy Governor are to:

- promote and maintain the highest levels of integrity, impartiality, equity, accountability and leadership across the service;
- improve the capability of the service to provide strategic and innovative policy advice, implement the decisions of the Government and meet public expectations;
- attract and retain a high calibre professional workforce in conjunction with the Department of Human Resources;
- ensure the recruitment and selection processes comply with the merit principles and adhere to professional standards;
- foster a public service culture in which service to clients, initiative, individual responsibility and the achievement of results are strongly valued;
- build public confidence in the service; and
- support the Government in achieving positive budget outcomes through strengthening the capacity of the service.”

Going forward, I will be writing about the old and new aspects of my office as I lead change in partnership with each Ministry to transform the Public Service. I will provide insight on various areas in an effort to demonstrate transparency, accountability, impartiality, openness, and overall fairness; all of which are key characteristics of good governance and a transformed Public Service.

Please read the details of this report at your leisure. I am available to answer any questions you may have and can be contacted via email at [DArcher@gov.vg](mailto:DArcher@gov.vg). Thank you for your attention and continued support.



**David D. Archer, Jr.**  
**Deputy Governor**

## Public Service Transformation

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The primary mandate for my first six-months in Office was to develop, lead and commence implementation of the Public Service Transformation Initiative which became imperative after the storms in August and hurricanes September 2017.

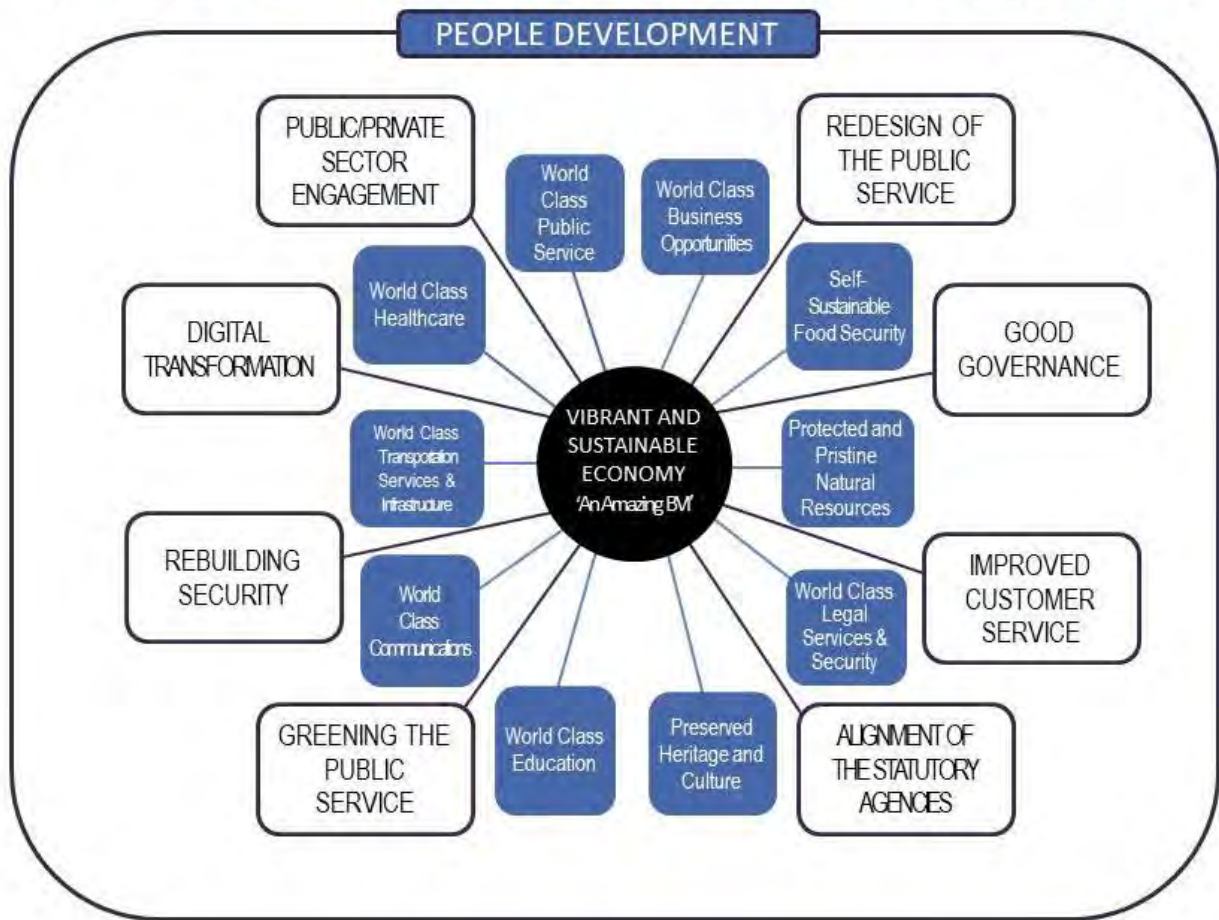
The impact of the hurricanes required Government to re-establish operations as quickly as possible signalling that the BVI was still "open for business". As Government looked at its operations, it became apparent that we could no longer continue to conduct business the way we had done prior. There was a need for restructuring, reengaging and transforming with a focus on accountability, transparency, productivity and good governance.

The latter part of my first year in office focused on developing and implementing projects in partnership with each Ministry, under the Public Service Transformation Initiative, including initiation of Customer Service Improvement programmes, development of an e-Government strategy, and the early stages of redesigning some of our Ministries and Departments.

As the initiative has progressed, it has become clear that true transformation of the Service requires more than an "initiative". The type of transformation that is needed is not simply doing what we do now, but doing it better with a client-focused approach. It is therefore, necessary to reimagine how we do business, and where necessary, completely change how and what we do; this is the definition of transformation. We must understand and recognise that transformation is not something that happens overnight; this process is organic, i.e., it is constantly changing and evolving. Public Service Transformation has moved from an initiative into a programme. A programme contains multiple projects with clear goals and key performance indicators. To properly develop, implement and embed the changes needed, it is the accepted norm for most Public Service Transformation Programmes to take between 3 to 5 years to identify visible achievements.

The Public Service Transformation Programme is delivered using the following Public Service Transformation Framework.

## PUBLIC SERVICE TRANSFORMATION FRAMEWORK



The framework shows in the small blue squares, the economic outcomes (results) that will be achieved once the Public Service Transformation Programme (PSTP) is successful. The larger white rectangles show the 8 broad PSTP areas of focus that guides the work-stream of each Ministerial transformation plan. When executed well, the results will impact the results of an 'Amazing BVI' reflected in the small blue squares. The framework also shows that these results cannot be achieved without the development and support of people; that means you and me, the public, the Private Sector and all who have a stake in our Territory.

In order to assist in developing the programme, we have brought together both internal and external experts. With a hope to engage with persons and businesses that understand and are concerned with the development of the region, the external experts all have some linkage to the Caribbean along with their international affiliation. The



external consultancy team is headed by the Lead Advisor, Mrs. Felicia Lynch who is from Barbados. The Team consists of:

- Communications Specialist, Mrs. Christine Shearer from the Turks and Caicos Islands
- Policy Expert, Ms. Delacey Peters from Montserrat
- Business Process Management Expert, Mr. Ian Jones from the United Kingdom.

With the transition from an initiative to a programme, Mrs. Lynch will be tasked with the role of Programme Manager from 1<sup>st</sup> April, 2019 and will also lead the local Transformation Team.

In addition, Dr. Terence Frater of Januvation Solutions, from Jamaica and currently residing in Canada, is supporting the interim e-Government strategy and pilot project of the new Work Permit Prototype Online System.

The members of the local Public Service Transformation Team are:

- Mr. Kedrick Malone who is assigned as the Business Change Manager responsible for the e-Government work-stream. Mr. Malone works primarily with the Premier's Office who holds the responsibility of implementing the e-Government initiative.
- Mrs. Alicia Green who is assigned as the Business Change Manager assisting the Ministry of Communications and Works with the redesign of the Ministry; primarily the reorganisation of the Facilities Management Unit.
- Ms. Shavon Henley who is assigned as the Business Change Manager responsible for Policy, Organisational and People Development and Change. This work-stream speaks directly to change management in the Public Service.
- Ms. Kedimone Rubaine who is assigned as the Business Change Manager responsible for Customer Service Improvement. This work-stream aims to make the BVI a model for superior customer service with a Public Service organisation that delivers a customer-focused experience which offers transparency, efficiency, innovation and exceeds customer expectations.

The intent is to inter-change Business Change Managers at appropriate intervals to enable more public officers to have the opportunity to gain experience and exposure to different disciplines and to provide input on the Programme at a senior level. The



approach is to ensure the entire Public Service is fully engaged in the transformation and takes ownership of the programme.

One of the 8 broad strategies identified in the Framework is 'Alignment of the Statutory Agencies'. Agencies were therefore asked to identify officers who could provide advice in their areas of expertise. The BVI Social Security Board identified Mrs. Stacy Lloyd, Human Resources Manager and Ms. Susan Daly-Richards, Compliance Manager; and the BVI Financial Services Commission identified Mrs. Solika Carey, Deputy Director of Human Resources. These officers will serve as part of a Business Process Improvement team to identify what processes between the Agencies and central Government might be duplicated, require streamlining or can be further improved when benchmarked against other Agencies.

Bi-weekly update meetings are conducted to ensure accountability within the Transformation Team. The members of the external Consultancy Team have worked remotely, with the exception of the Lead Advisor and have provided hands-on, on-the-ground services in December 2018, and March 2019. The external consultancy team has conducted meetings with various stakeholders to discuss and provide assistance in areas such as communications, policy planning, organisational redesign with the Ministry of Communications and Work (former), e-Government, Work Permit Prototype Online System and other areas being supported by the Transformation Team.

## People Development

In order for the Public Service Transformation Programme to attain success, there must be an aspect that focuses on the development of all people. As such, there are a number of initiatives under the programme that focus on the development of the most important resource of this organisation, the people.

## **1. Public Service Customer Service Virtual Mailbox**

The Public Service Customer Service Virtual Mailbox was launched on 12<sup>th</sup> November, 2018 with a pilot group of 9 departments;

1. Civil Registry and Passport Office
2. Department of Motor Vehicles
3. Department of Trade, Investment Promotions and Consumer Affairs
4. HM Customs
5. Immigration Department
6. Labour Department
7. Ministry of Education and Culture/Department of Youth Affairs and Sports
8. Social Development Department, and
9. Water and Sewerage Department.

The Public Service Customer Service Virtual Mailbox was designed to promote a culture of exceptional customer service by holding us as public officers accountable for the service we provide to our clients, both internal and external. The programme allows us to identify public officers who provide exceptional service and, where necessary, identify where service can be improved. Overall, the programme was designed to answer the question of "How did I serve you?"

This programme was designed for all public officers but focuses primarily on customer-facing departments and frontline employees who are the primary representation of the Public Service and the main point of contact with clients.

The Virtual Mailbox is a web-based tool which provides information and statistics about customer service experiences throughout the entire Public Service. Upon completion of service, clients are invited to complete the short electronic feedback form via a kiosk stationed in the nine pilot departments.

To date, there have been over 250 submissions made to the Virtual Mailbox and over 71 employees have received commendations. Eight public officers (pictured) have been awarded Star Membership Club Pins ranging from bronze to gold.



*Members of the first Public Service Star Membership Club*

Outside of the actual submissions via the Virtual Mailbox platform, commendations have also been received for public officers outside of the pilot departments previously mentioned. The submissions received include information on how well the officers who provided the service performed, service improvement suggestions and complaints on experiences clients have encountered.

The information received from clients has been useful in recognising exceptional customer service, identifying areas where sharpening of customer service skills are needed, boosting employee morale and providing a source of transparency and accountability to clients in the area of customer service.

While the programme is focused on exceptional performance recognition, reports of unacceptable customer service experiences will result in notification to the employee and department, investigation of infractions, and an identified plan of corrective action.

The second cohort of departments for the Virtual Mailbox will be launched very soon. This programme will eventually be introduced to all departments in the Public Service



and will allow the public and internal clients to provide feedback on the service received.



*First four public officers to receive commendations via the Virtual Mailbox all from the Labour Department*

## **2. Public Service Engagement Survey**

The Department of Human Resources launched the Public Service Engagement Survey on 1<sup>st</sup> October, 2019. The online survey is based in the United Kingdom and offered throughout the Overseas Territories.

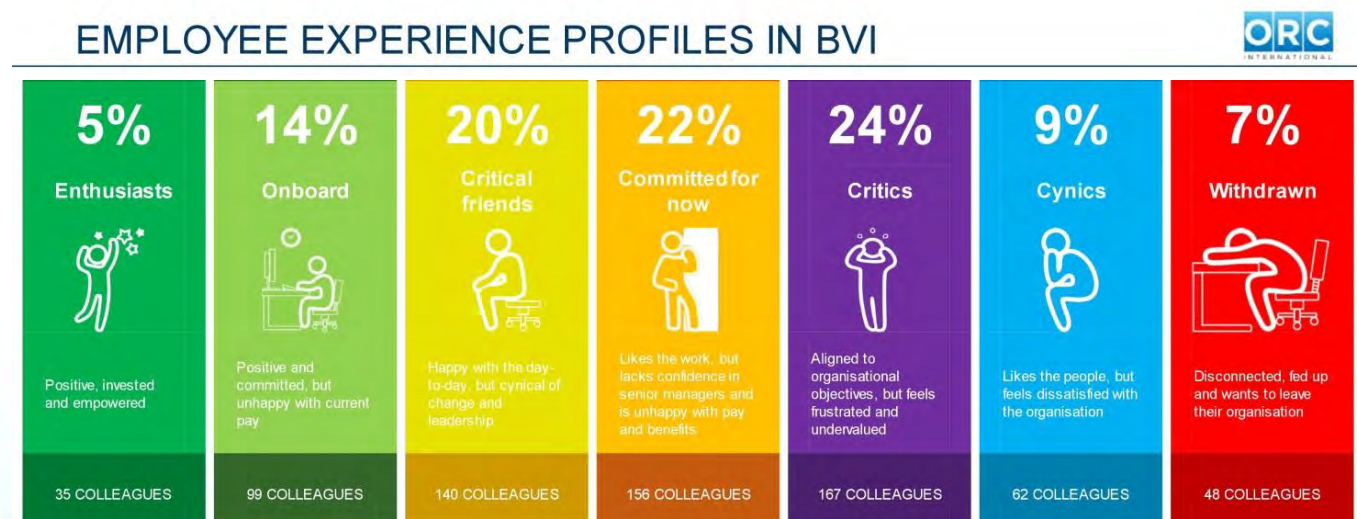
“Employee engagement is a workplace approach designed to ensure that employees are committed to their organisation's goals and values, motivated to contribute to organisational success and able to enhance their own well-being.

Research suggests that increased engagement and well-being positively affect factors relevant to organisational performance – such as productivity, absenteeism and customer service – as well as having positive effects on the people involved.

The Civil Service People Survey measures employee engagement and allows Civil Servants to share their views on every aspect of working in the Civil Service.”<sup>1</sup>

This was the BVI’s first time participating in this forum. There was a 28% response rate, which whilst low, can be considered favourable given this was the first time we have undertaken such an exercise.

In brief, the diagram below taken from the survey results are percentages categorisations indicating the level of engagement of public officers in the Public Service. For example, of the 725 persons that participated in the survey, 5% or 35 public officers are ‘Enthusiasts’, i.e., you are positive, invested and empowered. Another 22% or 156 public officers are ‘Committed for now’, i.e., you like the work, but lack confidence in senior managers and are unhappy with pay and benefits.

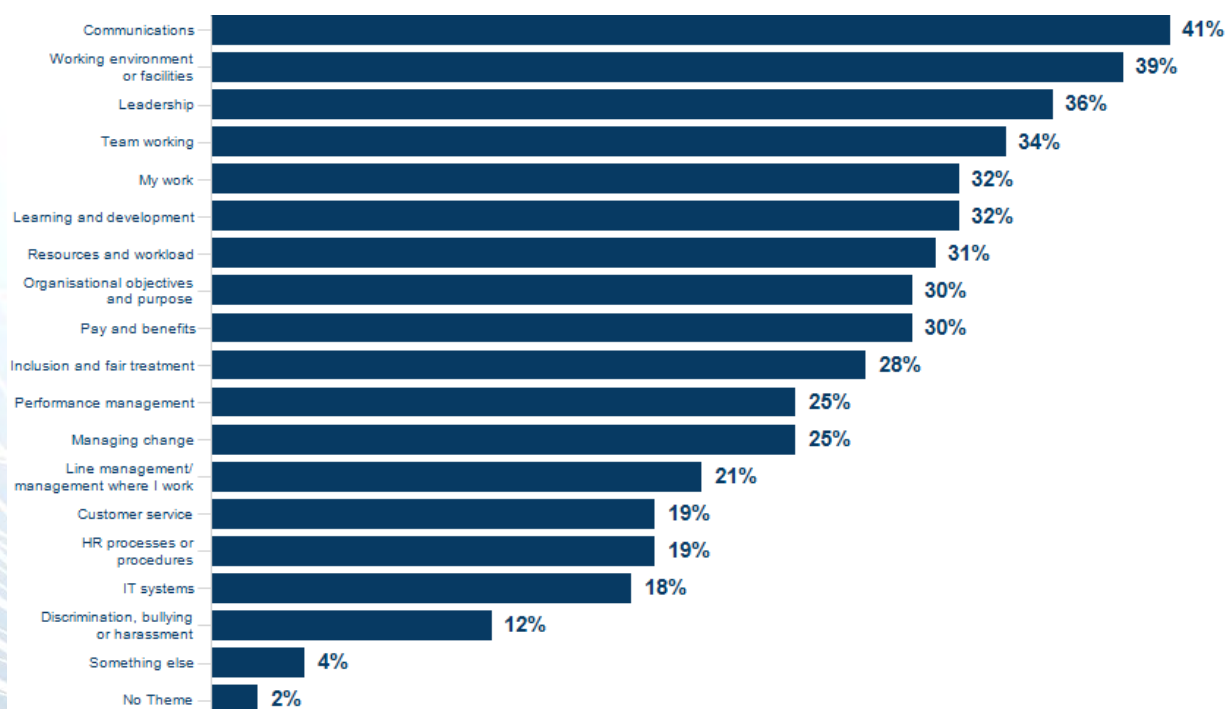


<sup>1</sup> UK Civil Service – ORC International

For easier reading, this table shows an explanation of the information in the diagram on page 11 (page 12) name the diagram to avoid page number issues:

Enthusiasts	5% or 35 colleagues	Positive, invested and empowered
On-board	14% or 99 colleagues	Positive and committed, but unhappy with current pay
Critical Friends	20% or 140 colleagues	Happy with the day to day, but cynical of change and leadership
Committed for now	22% or 158 colleagues	Likes the work, but lacks confidence in senior managers and is unhappy with pay and benefits
Critics	24% or 167 colleagues	Aligned to organisational objectives, but feels frustrated and undervalued
Cynics	9% or 62 colleagues	Likes the people, but feels dissatisfied with the organisation
Withdrawn	7% or 48 colleagues	Disconnected, fed up and wants to leave their organisation

Based on the diagram below which shows further results from the survey, these are the areas identified that require attention and need to be changed to make the Public Service a great place to work. For instance, 41% of the 725 participants indicate that communication needs to be better, 32% are requesting better learning and development opportunities, and 19% indicate we need better customer service.





As described above and for easier reading, this is the information from the diagram on page 12(check this number). These percentages are based on the 725 public officers that participated in the Engagement Survey:

41% – Communications	25% – Performance management
39% – Working environment or facilities	25% – Managing change
36% – Leadership	21% – Line management/management where I work
34% – Team working	19% – Customer service
32% – My work	19% – HR processes or procedures
32% – Learning and development	18% – IT systems
31% – Resources and workload	12% – Discrimination, bullying and harassment
30% – Organisational objectives and purpose	4% – Something else
30% – Pay and benefits	2% – No theme
28% – Inclusion and fair treatment	

I am pleased to report that the HR Department, supported by the Public Service Transformation Business Change Manager for people development will shortly deliver the results and the next steps to address the areas that require improvement. With assistance, I am committed to addressing the key areas of improvement across the Public Service.

### 3. Change Management

There is much change being undertaken across the Service through various PST projects and additionally, the reorganisation of ministerial portfolios. The intent is to ensure that officers are not only kept informed but also assist in understanding and managing these changes. The PSTP will develop a Change Management Strategy and tools to help leaders in the Service manage change more effectively, and provide support to help public officers better deal with change. We will identify and train Change Champions who can support their ministry and/or department through change (we have to be consistent with capitalisation of ministry and department throughout the document). We can better achieve these results if we operate in the space of understanding we are to be three professionals in one. Outlined are the three professionals we should strive to become:



- Professional 1 – **Execute Your Duties**: Be sure to deliver on the mandate you were hired to perform.
- Professional 2 – **Lead Change**: Be a change agent; always make changes to make things better in your organisation.
- Professional 3 – **Develop People**: Aim to understand the importance of people and helping them to become greater than they are right now. Be sure to bring others along with you as you grow.



## Phased Approach

To properly develop and implement the programme over the next 3 to 5 years, a phased approach has been adopted to ensure successful implementation.

Phase 1 included the design, planning and implementation of quick wins. This phase was managed by an interim Transformation Team made up of the following persons:

- Mrs. Carolyn Stoutt Igwe – Permanent Secretary, Deputy Governor’s Office (Ex-officio Member)
- Mrs. Michelle Donovan Stevens – Director of Human Resources (Assigned Lead)
- Mr. Chris Cooper – Her Majesty’s Government (Technical Advisor)
- Mr. Jeremiah Frett – Policy Analyst, Ministry of Finance (Member)
- Mrs. Shavon Henley-Hodge – Deputy Director of Human Resources (Member)
- Ms. Kaisa Penn – Human Resources Manager, Organisational Development and Workforce Planning, Department of Human Resources (Member)
- Mr. Simba Todman – Deputy Director, Internal Audit (Member) (check spacing)

Public Service Transformation quick win activities are listed below:

Category	Initiative	Ministry/Department
<b>Greening The Public Service</b>	BVI Open for Business Online Map	Town and Country Planning
	Housing Recovery Assistance Programme Electronic Data Capturing Mechanism	Social Development Department
	Replanting Initiative – Seeds of Love	BVI Tourist Board
	Development of online portal to receive applications for seafarer documents	Virgin Islands Shipping Registry
	Continuous implementation of DOCOVA system throughout the Public Service	Department of Information Technology
<b>Public/Private Sector Partnerships</b>	Completion of Media Relations in Crisis for Disaster Preparedness for Media Professionals	Department of Information and Public Relations
	Teen Cert - ESHS Students Received Training	Department of Disaster Management
<b>E-Government</b>	BVI Open for Business Online Map	Town and Country Planning
	Development of online portal to receive applications for seafarer documents	Virgin Islands Shipping Registry
	Department of Information Technology Network Infrastructure Update	Department of Information Technology
<b>Rebuilding Security</b>	UK Donation of 2 Armed Response Vehicles	RVIPF
	Re-establishment of all courts	Deputy Governor's Office
	Installation of 24 Weather Stations	Department of Disaster Management
	Review of the Territory's National Disaster Management Plan	Deputy Governor's Office
<b>Good Governance</b>	J. D. Edwards Accounting System Upgrade	Department of Information Technology
<b>Improved Customer Service</b>	BVI Open for Business Online Map	Town and Country Planning

	Completion of Media Relations in Crisis for Disaster Preparedness for Media Professionals	Department of Information and Public Relations
	Hospitality Assured Programme Certification Completed	BVI Tourist Board
	Launch of the Public Service Transformation Initiative and Recognition Ceremony for Stellar Departments	Deputy Governor's Office
<b>Immediate – Post Irma Transformations</b>	Centralisation of Apostille Services	Deputy Governor's Office
	Revenue Collection – Cabinet Memo No. 298/2017	Ministry of Finance
	Redesign of Non-legal operational components for Statutory Agencies	Ministry of Finance
	Provision of Material Assistance Grants	Ministry of Health and Social Development
	Implementation of Vehicle Usage policy (donated vehicles)	Ministry of Communications and Works
	Implementation of vehicle usage policy (Existing Fleet)	Ministry of Communications and Works
<b>Cross-Cutting Areas</b>	Completion of Media Relations in Crisis for Disaster Preparedness for Media Professionals	Department of Information and Public Relations
	Project Management Support Received from UNDP	Premier's Office
	Formulation/Establishment of Transformation Communications Team	Deputy Governor's Office

I wish to take this opportunity to publicly say thanks for the excellent work that was undertaken by the interim Transformation Team and also, the ministries that successfully delivered on the above projects. Without this work being undertaken, the programme would not have had a solid foundation.

We are currently in Phase 2 of the programme where we will focus on developing and implementing projects under the Public Service Transformation Programme, including initiation of customer service improvement programmes, development of an e-Government strategy, and the early stages of redesigning some of our Ministries and Departments. This phase is being managed by the current Transformation team mentioned previously. Outlined below is a list of the initiatives that have been completed and are currently in progress.

## Phase 2: Priorities and Progress

Broad Area	Initiative	Update
Digital Transformation	Interim e-Government strategy and blueprint developed	Completed
	New Work Permit Prototype Online System	Prototype launched on Thursday 4 <sup>th</sup> April 2019
	Initial E-Governance suite of legislation developed	Bills have been drafted and will be sent to Cabinet by 30 <sup>th</sup> April, 2019
	National ICT Policy developed	Interim Report completed, awaiting draft policy
Good Governance Standards	Public Service Management Bill	Consultation completed
	Ministerial Code of Conduct	Currently being discussed at Cabinet
	Integrity Commission	Policy paper being developed
Improved Customer Service	Public Service Customer Service Virtual Mailbox 1 <sup>st</sup> Cohort	12 <sup>th</sup> November, 2018
	Public Service Customer Service Virtual Mailbox 2 <sup>nd</sup> Cohort	30 <sup>th</sup> April, 2019
	Implementation of customer Feedback terminals at high traffic areas	Terminals configured



	Customer Service Charter and Standards	Development commenced with a review of previous charter/standards
Redesign of the Public Service	Redesign of the Premier's Office – key focus is the development of a Strategic Planning and Policy unit	Work commenced external consultant's report on the development of Strategic Planning and Policy Unit due first week in April 2019
	Redesign of the Facilities Management Unit	Commenced implementation plan being developed
Public and Private Sector Engagement	Stakeholder meeting on Economic Substance and preparation of information paper	Completed

## Monthly Messages

*To engage, inform and keep the Public Service involved, monthly messages are issued.*

To ensure information is relayed to public officers and the public about what is happening in the Deputy Governor's Office and throughout the Public Service, monthly messages are issued. Each message focuses on a different topic but relays important information about the Public Service. The Monthly Messages are attached in **Appendix A**. Written monthly messages can also be viewed on my Facebook page: [https://www.facebook.com/pg/DeputyGovernorBVI/photos/?tab=album&album\\_id=2127171190652966](https://www.facebook.com/pg/DeputyGovernorBVI/photos/?tab=album&album_id=2127171190652966)

Month	Written /Video	Title
March	Written	Message of Gratitude to the Public Service
April	Video	Inside the Governor's Group - Deputy Governor's Monthly Message for April <a href="https://www.youtube.com/watch?v=hU_dIBm6tzU&amp;t=28s">https://www.youtube.com/watch?v=hU_dIBm6tzU&amp;t=28s</a>
May	Video	Why is the Public Service Transformation Important? <a href="https://www.youtube.com/watch?v=v3uyINOjQNk&amp;t=65s">https://www.youtube.com/watch?v=v3uyINOjQNk&amp;t=65s</a>
June	Written	30 Professional Tips by the Deputy Governor
July	Written	40 Professional Tips by the Public Service

September	Written	4 <sup>th</sup> Quarter Push – “How Will the Public Service 2018 Game End?”
October	Written	How Important is the Civil Service People Survey?
December	Written	Thanks For Being Great!
	Video	Christmas Message from the Deputy Governor ( <a href="https://www.facebook.com/DeputyGovernorBVI/videos/2333728299982020/">https://www.facebook.com/DeputyGovernorBVI/videos/2333728299982020/</a> )  Christmas Message from the Public Service and the Deputy Governor ( <a href="https://www.facebook.com/DeputyGovernorBVI/videos/352506548636430/">https://www.facebook.com/DeputyGovernorBVI/videos/352506548636430/</a> )
January	Written	A Year Of Firsts
March	Video	One Professional, Three Approaches Towards Success ( <a href="https://www.facebook.com/DeputyGovernorBVI/videos/273786176902641/">https://www.facebook.com/DeputyGovernorBVI/videos/273786176902641/</a> )

## Circulars

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*Another form of communication used to inform public officers of policy or legislation matters affecting the Public Service is the usage of informational circulars.*

The Deputy Governor is responsible for relating to the Public Service matters of new policy and updates affecting the working lives of each public officer. Copies of these circulars are included in **Appendix B**.

***Circular No. 2 of 2018*** titled ***Tsunami Simulation Exercise “Caribwave18”*** issued on 13<sup>th</sup> March, 2018, informed public officers on the importance of and encouraged participating in the CaribWave 18 tsunami simulation exercise coordinated by the Department of Disaster Management.

***Circular No. 3 of 2018*** titled ***Public Service Transformation Initiative Launch*** issued on 26<sup>th</sup> March, 2018 gave an overview of the event and informed public officers of their mandatory attendance.

*Circular No. 4 of 2018* titled *UK Sanctions and Anti-Money Laundering Bill and Public Officers Right to Assembly* issued on 16<sup>th</sup> May, 2018 provided a background to the discussions on the Bill and informed public officers of their rights of assembly as laid out in the Virgin Islands Constitution Order (2007).

*Circular No. 5 of 2018* titled *Public Officers' Right to Assembly – Marches and Protests* issued on 31<sup>st</sup> May, 2018 reiterated to public officers information on their rights of assembly as laid out in the Virgin Islands Constitution Order (2007).

*Circular No. 6 of 2018* titled *One Year Anniversary of Hurricane Irma – Service of Thanksgiving, Reflection and Restoration* encouraged public officers to attend the commemorative service on the occasion of the “First Anniversary of Hurricane Irma” and informed of the early closure of Government offices, with the exception of essential services, to allow public officers to attend the momentous event.

*Circular No. 7 of 2018* titled *Public Service Engagement Survey Starts 1<sup>st</sup> October, 2018* issued on 26<sup>th</sup> September, 2018 encouraged public officers to participate in the 10<sup>th</sup> Annual Public Service Engagement Survey. The Public Service Engagement Survey gave officers an opportunity to anonymously have their voices heard and views captured about the present and future state of the Public Service. It demonstrated the value placed on the opinions of officers and the desire to hear experiences and visions of change for our sector.

*Circular No. 8 of 2018* titled *Public Service Customer Service Virtual Mailbox* issued on 24<sup>th</sup> October, 2018 informed public officers of the implementation of the Programme and official launch of 12<sup>th</sup> November, 2018.

*Circular No. 9 of 2018* titled *2018 Christmas Holiday Schedule* issued on 17<sup>th</sup> December, 2018 gave notice of the hours of work for public officers during the holiday season.

*Circular No. 1 of 2019* titled *Elections Guidance Notes for Public Officers* issued on 9<sup>th</sup> January, 2019 presented the Elections Guidance Notes as a guide on how public officers should conduct themselves during an Election period.



*Circular No. 2 of 2019* titled *General Elections 2019* issued on 21<sup>st</sup> February, 2019 gave information about Polling Day and informed employers of the time period for employees to vote.

*To keep abreast of regional and international best practices, the Deputy Governor attends meetings, some of which are mandatory in the role. Various local meetings are hosted and attended to address the business of the Public Service.*

## Local Meetings and Conferences

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### Senior Managers Meetings

The Deputy Governor serves as the reporting head to all Senior Managers. To ensure the Public Service is functioning in a manner that promotes productivity, partnerships and the value of integrity in public life, monthly meetings are held on the first Friday of each month with the Senior Management Team of the Public Service. The Senior Management Team is comprised of the Deputy Governor, Financial Secretary, all Permanent Secretaries, Cabinet Secretary and the Director of Human Resources.



**Senior Management Team (pictured L to R):**  
Director of Human Resources, Mrs. Michelle Donovan-Stevens;  
Financial Secretary, Mr. Glenroy Forbes;  
Ag. Permanent Secretary, Premier's Office, Mrs. Elvia Smith-Maduro;  
Ag. Permanent Secretary, Ministry of Communications & Works, Mr. Jeremy Hodge;  
Permanent Secretary, Ministry of Education & Culture, Dr. Marcia Potter;  
Permanent Secretary, Ministry of Natural Resources & Labour, Mr. Ronald Smith-Berkeley;  
Cabinet Secretary, Ms. Sandra Ward;  
Permanent Secretary, Deputy Governor's Office, Mrs. Carolyn Stoutt Igwe;  
Deputy Governor, Mr. David D. Archer, Jr.;  
Lead Advisor, PSTP, Mrs. Felicia Linch and  
Permanent Secretary, Ministry of Health & Social Development, Mrs. Petrona Davies

Outlined below are the main topics discussed at each of the monthly meetings held from March 2018 to March 2019 and may include His Excellency the Governor, and the Premier. There was no formal meeting in August, however, discussions were held through various communication mediums.

Topics Discussed in March:

1. Transformation of the Public Service

Topics Discussed in April:

1. Ministerial Updates on Public Sector Transformation
2. Update on Cruise Readiness Project
3. Upcoming Heads of Department Meeting
4. 2018 Disaster Preparedness
5. Update on 2018 Budget

Topics Discussed in May:

1. Discussion: UK Public Register – Beneficial Ownership
2. Development and Recovery Agency
3. Ministerial Transformation Plans
4. 2018 Performance Objectives
5. 2018 Public Service Week

Topics Discussed in June:

1. Role of Senior Managers in the Transformation, Recovery and Development Agenda for the Public Service and the Territory

Topics discussed at the meeting of the September 7<sup>th</sup>, 2018, included

1. Importance of the Recovery Development Agency (RDA) and the importance of the relationship with the RDA and the Government – Discussion led by His Excellency, the Governor, Mr. Augustus Jaspert
2. Importance of the RDA and the importance of the relationship with the Government and the RDA – Discussion led by former Premier, Dr. the Hon. D. Orlando Smith
3. Role of the RDA and how it works with the Ministries – Discussion led by Deputy Chair, RDA, Mr. Clarence Faulkner and Chief Executive Officer, RDA, Mr. Paul Bayly

4. **Recovery and Development 6-Month Accelerated Plan** – Discussion led by former Premier, Dr. the Hon. D. Orlando Smith

The topics discussed during the meeting held on 5<sup>th</sup> October, 2018 were:

1. **Demonstration of Public Service Customer Service Virtual Mailbox** – Presented by Ms. Kedimone Rubaine and Technical Team from the Department of Information Technology
2. **Public Service Week** – Discussion led by the Deputy Governor, David D. Archer, Jr.
3. **Public Service Transformation – Ministerial Presentations to Cabinet** – Discussion led by the Deputy Governor, David D. Archer, Jr.

The topics discussed during the meeting held on 30<sup>th</sup> October, 2018 were:

1. **Presentation on Change Management** – Discussion led by Mr. Ken Elliot, UK School of Governance
2. **Introduction of the Public Service Management Bill** – Discussion led by Mrs. Michelle Donovan-Stevens, Director of Human Resources

A Special Senior Managers' Meeting was conducted on 16<sup>th</sup> November, 2018 as a Working Session to review and discuss the Public Service Management Bill. This meeting was facilitated by the Director of Human Resources, Mrs. Michelle Donovan Stevens and Deputy Director of Human Resources, Mrs. Shavon Henley-Hodge.

A Special Senior Manager's Meeting was held on 27<sup>th</sup> November, 2018 to discuss in detail the Recovery and Development Plan. With the end of the budgetary year fast approaching, it was therefore imperative that the partnership and discussions between Ministries and the Virgin Islands Recovery and Development Agency (RDA), Disaster Recovery Coordinating Committee (DRCC) and the Public Service continue. The purpose of the meeting was to discuss how Ministries will be supported by the RDA and how the recovery will be jointly delivered.

The discussion was centred on this outline:

1. **Recovery and Development Plan (RDP)** – Discussion led by DRCC Representatives (Premier's Office) Ms. Patlian Johnson and Ms. Reshmi Theckethil

2. **Partnership for delivery of RDP** – Discussion led by Mr. Paul Bayly, Chief Executive Officer, RDA
3. **Phase One Programme – Update on Implementation** – Discussion led by Mr. Paul Bayly, Chief Executive Officer, RDA

The first Senior Management Team meeting held on 1<sup>st</sup> February, 2019. At the meeting, a few guests were invited to lead specific discussion points including His Excellency the Governor who spoke about his expectations from Senior Managers and their expectations of him in 2019. The topics discussed during the 1<sup>st</sup> February, 2019 meeting were:

1. **A Look Ahead – 2019** – Discussion led by His Excellency the Governor, Mr. Augustus Jaspert
2. **EU Economic Substance Overview** – Discussion led by Recovery and Development Agency, Mr. Neil Smith
3. **RDA Implementation** – Discussion led by CEO, Recovery and Development Agency, Mr. Paul Bayly
4. **Public Service Transformation Updates** – Discussion led by Deputy Governor, Mr. David D. Archer, Jr.

An extraordinary Senior Managers' Meeting was held on Thursday 28<sup>th</sup> February to discuss the relevant adjustments of departments, Statutory Agencies and boards in light of the new ministerial allocation.

### **Heads of Departments (HOD) Meetings**

A total of five (5) Heads of Departments meetings were conducted. Topics during these meetings included:

#### **Meeting of 13<sup>th</sup> April, 2018**

The first Heads of Department meeting conducted was held on Friday 13<sup>th</sup> April, 2018. This meeting provided an opportunity for the Heads of Department to be reintroduced to the senior management team and to be formally updated on the Public Service Transformation initiative. During this meeting, the Public Service Transformation Model was introduced and a detailed explanation given on topics discussed during the meeting were:



1. Reflection of Mr. Elton Georges, CMG, OBE by Permanent Secretary, DGO – Mrs. Carolyn Stoutt Igwe
2. Introduction of Senior Managers by Ministerial Human Resources Managers
3. Public Sector Transformation and Introduction of the Public Service Transformation Model by Mrs. Michelle Donovan-Stevens, Director, Department of Human Resources, Ms. Abbarah Brown, Personal Assistant to the Deputy Governor and Mr. David D. Archer, Jr., Deputy Governor
4. Human Resources Reports by Mrs. Michelle Donovan-Stevens, Director, Department of Human Resources and Ms. Kaisa Penn, Human Resources Manager, Organisational Development and Workforce Planning

### **Meeting of 19<sup>th</sup> September, 2018**

A joint Extraordinary Senior Managers and Heads of Departments Meeting was held on 19<sup>th</sup> September, 2018 to offer a soft launch of the Workplace Health and Safety Policy and Procedure Manual, as well as training to facilitate its implementation. The meeting was facilitated by the Health and Safety Coordinator, Mrs. Dawn Leonard with assistance from other public officers closely involved in the subject matter. Topics discussed during the meeting are:

1. Health and Safety in Practice – Health and Safety Coordinator, Mrs. Dawn Leonard and Chief Environmental Health Officer, Mr. Lionel Michael
2. Health and Safety from a Benefits Perspective – Human Resources Manager, Compensation and Benefits, Ms. Lisa Donovan
3. Resilience and Health and Safety – Director of Disaster Management, Ms. Sharleen Dabreo

### **Meeting of 5<sup>th</sup> November, 2018**

The main purpose of the 5<sup>th</sup> November, 2018 meeting allowed the Heads of Departments the opportunity to provide feedback and comments on two very important matters, which were the Public Service Customer Service Virtual Mailbox and Public Service Management Bill.

### **Meeting of 27<sup>th</sup> November, 2018**

The meeting conducted on 27<sup>th</sup> November, 2018 provided Heads of Departments an opportunity to garner first-hand information from a team of experts from the Telecommunications Union (CTU) that visited the BVI. The CTU is developing a

National Information Communications Technology (ICT) Policy which will guide how countries including the BVI will use information, communications and technology to project the territory into a futuristic space of doing business.

The outline of the discussion was surrounding:

1. Project Scope and Objectives
2. Focus on ICT Policy aspect for national development
3. Brainstorm possible policy objectives
4. Identify key outcomes or objectives as regards ICT development in BVI that policy development should address
5. Identify strategies for realising these objectives and key outcomes.

### **Meeting of 29<sup>th</sup> January, 2019**

On 29<sup>th</sup> January, 2019, the first HOD meeting for the year was conducted. During this meeting, the members of the first ever Public Service Star Membership Club were officially pinned and congratulated on their accomplishments. His Excellency the Governor provided brief Congratulatory Remarks to the awardees and expressed how proud he was of their accomplishments.

Additionally, the members of the Public Service Transformation Team were formally introduced to the Heads of Departments with a brief description of their roles and expectations. The Deputy Governor gave updates on Public Service Transformation and what should be expected during the transitioning of the incoming Government.

### **Other Important Meetings**

**Financial Services Industry Meetings** – Quarterly meetings are currently being conducted between the Deputy Governor, BVI Finance Board, Immigration Department and Labour Department to address matters relating to the financial services industry and the role played by these two government departments. These quarterly meetings commenced on 21<sup>st</sup> August, 2018 and were held quarterly in November and February, 2019.

**Economic Substance** – Meetings have been conducted with industry partners including members of the BVI Finance Board, Senior Managers and Heads of Departments to better understand the subject matter and to determine and clarify the role of the Public Service with regards to Economic Substance. The initial meeting conducted with key

stakeholders was held on 11<sup>th</sup> February, 2019. Subsequently, a working session was conducted on 19<sup>th</sup> February, 2019 to further develop a Discussion Paper on the topic with stakeholders from within central Government, BVI Finance and Financial Services Commission. The Discussion Paper will translate into the BVI Economic Substance Plan.

**Recovery and Development Agency** – Numerous meetings have been held with the RDA to ensure synergies between the Agency and the Public Service Transformation Programme. There are a number of similar initiatives between both bodies. To ensure there is no duplication of efforts and there are clear distinctive lines for the work between both, discussions have been had to ensure clarification where necessary. The introductory meeting between the RDA and the Lead Advisor of the PSTP was held on 27<sup>th</sup> November, 2018. Additionally, other meetings were conducted to discuss recovery priorities and the implementation schedule.

**Public Estates Planning Meetings** – These meetings are held to discuss the status of damaged Government buildings for construction including determining prioritisation of the buildings based on the repairs required. Discussions are centred around the total estimated budget cost for repairs, source of funding, the Agency responsible for executing the repairs, expected construction start and completion date and the detailed status of the building. The execution of works is shared between the Ministry of Finance, Deputy Governor's Office, Ministry of Health and Social Development, BVI Ports Authority, Ministry of Transportation, Works and Utilities and the Recovery and Development Agency. Buildings are categorised into three groups:

- Category A – Emergency Services and Border Control Agencies;
- Category B – Critical Government Services that are operating from cramped or unfavourable environments;
- Category C – Other Buildings that need to be repaired

Discussions are conducted with stakeholders from the Deputy Governor's Office, Ministry of Finance's Project Support Services Unit, Ministry of Transportation, Works and Utilities, Human Resources Department including the Health and Safety Coordinator, Town and Country Planning Department, Facilities Management Unit and the Recovery and Development Agency.



The status of government buildings being repaired are reported as being in the planning/design phase, the tender process for the works has begun, currently under construction and completed. An update on the full scale repairs of all of Government buildings will be communicated by the end of the second quarter of 2019.

**Biweekly Meetings** are held with Permanent Secretary, Deputy Governor's Office to discuss matters related to the departments within our ministry. Biweekly Meetings are also held with Director of Human Resources to discuss human resources matters such as temporary appointments, promotion matters, permanent and pensionable establishment appointments, and other human resources matters. These meetings began on 10<sup>th</sup> January, 2019 and have been conducted on schedule with the meetings alternating between the Permanent Secretary and Director weekly.

## Policy Matters Advanced for Decisions

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In collaboration with the Permanent Secretary in the Deputy Governor's Office policy matters were advanced to Cabinet for decisions geared towards greater efficiency, improved customer service and the overall strategic direction of the Public Service.

### Completed Policies and Decisions

#### **1. Centralisation of Apostilles Services**

This occurred on 1<sup>st</sup> March, 2018. Apostille services were offered by a total of three offices prior to the passage of the 2017 hurricanes. As part of the Transformation Initiative, it was decided that centralisation of the services was necessary.

#### **2. Charter for the Public Services of the Caribbean Community**

This document is designed to identify the constituents of a professional and effective public sector. The CARICAD (Caribbean Centre for Development Administration) charter for its member states is designed to aid Public Services in the development as well as improve managerial abilities while transforming and modernising. The Government provided feedback on the contents of the Charter.

The Caribbean Centre for Development Administration (CARICAD) is a regional inter-governmental organisation which focuses on transforming and modernising the public sectors of member states. The Charter is intended to transform and modernise the public sector by targeting its administrative capabilities. It aims to identify components of a skilled and effective Public Service that establishes an overall outline of administrative principles, policies and management mechanisms to accelerate its social and economic development. The draft Charter is comprised of introductory details specifying the initiatives' intentions, along with 18 articles that strategically outline the way by which the public sectors should be governed. The Charter provides an overview of the terms necessary to facilitate the sustainable development of the Public Service.

### **3. DDM Smart App by Digicel**

Approval was received for the creation and launch of the app by the Department of Disaster Management to provide live notifications of weather conditions in the BVI.

### **4. Declaration of Spaces for Magistrate's Court to be held on Tortola**

An order was established to revoke the Magistrate's Court Order, 2008 which declared places where the Magistrate's Court could be held. Approval was sought for the Magistrate's Court Order, 2018 which provides for additional places where the Magistrate's Court could be held with greater flexibility.

### **5. Department of Waste Management – Classification of Risk Officers**

The Labour Code, 2010 defines "hazardous work" as "work that poses an unreasonable risk to the health or safety of an employee." Over the years, posts have been deemed hazardous and hence officers in those posts were deemed as Risk Officers with approval and endorsement from the Executive Council.

The Department of Waste Management (DWM) is responsible for all municipal waste in the Territory of the Virgin Islands. As such, employees of the Department of Waste Management are continuously exposed to various biological, chemical, physical, ergonomic and possibly radiological hazards in their line of duty.

Recognising the dangers and risk to officers in a tangible way by providing full insurance coverage will afford officers the benefit aligned with their counterparts

and contribute to boosting employee morale. This incentive sends a positive message to the affected officers that the Public Service of the Virgin Islands understands the risks involved in the management of waste and values the officers' role in keeping the Virgin Islands clean and safe.

#### **6. Development of an Estate Plan for Prioritising Critical Assets**

The estate plan provided assessment and repair recommendations (short and long-term) for the estates that house the emergency services and border protection agencies.

#### **7. Disaster Management (Amendment) Act, 2018**

Approval was granted to amend the Virgin Islands Disaster Management Act, 2017 to expedite the removal of derelict marine vessels from the Territory.

#### **8. Elections (Amendment) Act**

Work was completed to amend the Elections Act to pave the way for a more efficient process. The amendments include the legal framework needed to utilise the electronic tabulating machines and e-poll books, as well as other amendments that were recommended in the 2011 and 2015 Elections Report, such as the Ministerial Code of Conduct and additional categories of persons to vote at Advance Poll.

#### **9. Emergency Communications and Hazard Monitoring Networks**

This policy sought approval to expedite the public tender process. This will allow for the accelerated procurement of equipment needed to re-establish the Territory's emergency communications and hazard monitoring networks that were destroyed by Hurricanes Irma and Maria.

#### **10. Engagement and Motivation of the Public Service**

Notice regarding the development and implementation of a staff survey to gather current data on public officers' thoughts about their job engagement, the impact of the transformation process on public officers, and how to further transform the Public Service to be stronger, more resilient and more effective was conducted during the month of October.

#### **11. Public Service Customer Service Virtual Mailbox (check page ending)**

This initiative will offer an outlet for clients to provide feedback on the service they receive from Government officers and offices.

#### **12. Purchase of Elections Electronic Tabulating System (Voting Machines)**

Approval was granted for the purchase of the electronic tabulating system machines (voting machines) which were utilised in the 2019 General Elections.

#### **13. Strategic Direction for an Improved Public Service – Deputy Governor’s Office**

Approval was sought to approve the strategic direction for an improved Public Service under the theme, “A stronger more resilient, more effective, Public Service”.

#### **14. Virgin Islands Hazard Impact Preliminary Readiness Report**

This report was prepared to review the readiness of the Territory and agree on the strategic priority areas to be addressed prior to the peak of the 2018 hurricane season.

#### **15. West End Ferry Terminal and Office Accommodations**

The national security risk to employees working at the West End Jetty was identified, and a plan for better accommodation is being agreed.

### **Policies Being Reviewed**

*Although some policies have already been approved, there are a few that are still being reviewed by the requisite authorities. Some of those policies are presented below.*

#### **1. 2014 – 2019 Virgin Islands Comprehensive Disaster Management Strategy Evaluation and Presentation of 2019 – 2025 Strategic Framework**

A Comprehensive Disaster Management (CDM) Audit Tool was developed by the Caribbean Disaster Emergency Management Agency (CDEMA) for assessing CDM capacities at the national and regional level in the CDEMA Participating States. As a member of the CDEMA System, the Territory participated in this regional exercise and completed the tool in May 2018. The Audit serves as a standard setting tool for Comprehensive Disaster Management in the Caribbean. These standards are the desired conditions that should exist at the national and regional levels to optimally



and sustainably deliver CDM. As a result, the tool assessed current conditions or standards to identify any gaps in national and regional systems.

The tool presented questions on all phases of the disaster management cycle. It was administered using a standardized grading system that provided a broad view of the Territory's performance. The main elements of the audit were: Mitigation, Preparedness, Response, Recovery, Key Contributors and National Databases.

## **2. Acting Appointments in the Public Service**

Acting appointments in the Public Service are usually issued when there is a vacancy on account of any of the following reasons:

- a. the post is vacant and an officer is being assessed from an academic perspective for his/her readiness for a substantive appointment;
- b. the post is vacant and an officer is being assessed from a performance perspective for his/her readiness for a substantive appointment; or
- c. the substantive holder is on study leave, leave of absence, extended sick leave, maternity leave, vacation leave or interdiction.

In 2013, the Office of the Deputy Governor submitted a Cabinet Paper outlining the number of acting appointments in the Public Service and expend efforts to reduce the number of acting appointments. With the implementation of the Employee Mobility Programme, some officers who held acting appointments because the substantive holders of posts were on secondments were reduced. Additionally, the appointments of some officers are in the process of being regularised through the Creation, Upgrade, Rename and Transfer (CURT) process while others are awaiting a decision by the Public Service Commission.

## **3. Delegation of Signing Authority – Marriage Licences**

Section 33 of the Marriage Ordinance, Cap 272 gives the Governor authority to sign marriage licences. Under the Interpretation Act, Cap 136, such statutory function may, however, be delegated to the holder of a specific office. The power to grant marriage licenses is vested in the Governor, under Section 33 of the Principle Act. By Statutory Instrument No. 47 of 2003 Delegation of Powers (Marriage Licence) Order, 2003, this power was delegated to the Deputy Governor and the Permanent Secretary (Administration) in the Deputy Governor's Office in accordance with

Sections 46(1) and 47 of the Interpretation Act, Cap 136. In 2017, the Virgin Islands were promoted as a premier wedding destination when the Marriage Act (Cap. 272) (the Principal Act) was amended to address the new marriage licence regime. The amendment particularly seeks to accommodate same-day weddings and weddings performed on cruise vessels in the territorial waters of the Virgin Islands. The celebration of marriages performed under the amended Act requires that enhanced administrative measures are provided to ensure the effectiveness of the new license offerings and by extension, a superior tourism experience.

#### **4. E-Governance Strategy and Framework**

An e-government platform will be developed to support a modern, effective, efficient Public Service organisation, allowing for the ease of conducting services offered by the Public Service.

As the Government embarks on its Digital Transformation journey, there is a need to develop policies and supporting legislation to safeguard citizens' data, and provide transparency and accountability. An initial suite of legislation has been drafted and will be presented to Cabinet which includes;

- Computer Misuse and Cybercrime,
- Data Protection Bill 2018,
- Electronic Transactions Bill 2018 and
- Electronic Transfer of Funds Bill 2018.

These legislations have been identified as being the minimum required to support E-Government, and before a Freedom of Information Act can be enacted.

#### **5. Estate Plan for Government**

Efforts are now being made to develop an Estate Plan to ensure the protection of critical facilities and consideration as to how these facilities are defined. Priority has been given to the development of an Estate Plan for the Emergency Services and Border Protection Agencies. This Plan will examine current locations, identify the measures that need to be taken to bring the facilities to a state of readiness for the peak of the hurricane season, make recommendations for the most appropriate siting of locations for operations, as well as the establishment of a mechanism for constructing and maintaining facilities to house the services in keeping with the

Critical Infrastructure Protection Review (CIRP). Emergency services include the Virgin Islands Fire and Rescue Service (VIFRS), Royal Virgin Islands Police Force (RVIPF), BVI Health Services Authority, Public Works Department, Department of Disaster Management and border control agencies, such as the HM Customs, BVI Ports Authority (seaports and airports) and the Immigration Department.

## **6. Freedom of Information Act**

This Act will serve to provide members of the public with the right to access official documents of the Government and public authorities. However, such an Act must be built on a solid E-Governance platform and, therefore, can only follow once the primary E-Governance platform is completed.

## **7. Halls of Justice Project**

Cabinet had previously identified a suitable location for the Halls of Justice, however, after further review, it was determined that the previously identified site was deemed unsuitable. A new committee which was formed in 2017 is reviewing other recommended locations, and a report has to be sent to Cabinet with their findings.

Factors being considered during the evaluation to determine a suitable site are:

- views to and from the site
- existing levels
- existing trees and any structures erected on the site
- landscape context
- topography
- watercourses
- any obvious nuisances and general contextual background offering the visibility to a building as important as a Halls of Justice.

## **8. Integrity in Public Life**

The Integrity in Public Life Bill will promote and enhance standards of ethical conduct for legislators, senior public officials and other persons by consolidating laws relating to the prevention of corruption and the award, monitoring and investigating of government contracts and prescribed licences. It provides for the establishment of a single body to be known as the Integrity Commission to promote



and strengthen the measures for the prevention, detection, investigation and prosecution of acts of corruption.

The Integrity Commission is the body that is responsible for ensuring compliance with the provisions of the legislation. Research on existing legislation was conducted for the islands of Antigua and Bermuda, Cayman Islands, Grenada, Guyana, Jamaica, Montserrat, Trinidad and Tobago and Turks and Caicos Islands. Further research was completed with the Manager of the Commissions Secretariat in the Cayman Islands who provides research, analytic and policy support to six independent constitutionally and legislatively established commissions: Anti-Corruption Commission, the Civil Service Appeals Commission, and Commission for Standards in Public Life, the Constitutional Commission, the Human Rights Commission and the Judicial and Legal Services Commission. There is a need to consolidate the research with previous research conducted in 2007 when a draft Bill was developed but rejected by Cabinet. A policy paper will be submitted to Cabinet shortly. This Policy is being developed under the PSTP broad strategy of Good Governance.

## **9. Public Service Transformation Plan**

The Public Service Transformation Plan provides guidance to all relevant stakeholders for the overall transformation process within the Public Service. Following the Cabinet Retreat with the new Government and introductory meetings with Ministers, a Public Service Transformation Strategy and Implementation Plan will be completed.

## **10. Liquor Licence Bill**

The revised Act is aimed at improving the efficiency of the current application process. It will eliminate the Deputy Governor's Office and the Governor's Office from what has become the tedious processing of temporary liquor licences for persons who miss the June or December sittings for various reasons. Additional licencing days will now be provided and the enforcement mechanisms will be strengthened. The increased fees are aimed at generating revenue for processing applications as well as to account for the fact that fees have remained constant since 1964. The Bill had its first reading in the House of Assembly in January 2019;

however, since the change in Government in February, this matter will be returned to the Cabinet for review and subsequently be returned to the House of Assembly.

### **11. Marriage (Amendment) Ordinance 1977**

Pursuant to Cabinet's decision, the Attorney General's Chambers was instructed to amend the Marriage Ordinance, Cap. 272 to reduce the requirement for marriages from three days to one day in respect of a special marriage licence.

### **12. Ministerial Code of Conduct**

A Ministerial Code of Conduct sets out standards of conduct expected of ministers and guides them on how they ought to discharge their duties. Codes of Conduct for ministers are among a range of initiatives designed to respond to perceptions of the erosion of ministerial accountability and to preserve public trust in the institutions of Cabinet Government. Codes of Conduct reflect a worldwide trend on the part of citizens to demand greater accountability and transparency from their Governments.

An overview of the draft Code was prepared and submitted to Cabinet in July 2018. Cabinet recommended that the Attorney General and the Cabinet Secretary take the subject forward. The Code has now been drafted and is to be reviewed by Cabinet. This Policy is being developed under the PSTP broad strategy of Good Governance and Government's agenda on accountability and transparency

### **13. Office Accommodation for Government Offices**

Following the devastating hurricanes of 2017, many buildings in the Territory suffered substantial damages. As a result, many offices in Government-owned and rented spaces had to relocate to temporary accommodations, and some offices continue to function in their existing locations working in not so ideal environments. Alternative office space for other departments is also necessary to allow for more efficient operations.

The Office of the Deputy Governor, through the Office Accommodation Committee, has processed various accommodation requests during the review period to provide alternative accommodation for some departments that were displaced. Work has commenced on developing an estate plan that will assess the entire Government

estate (owned and rented) with a view to making recommendations for the most efficient use of spaces as well as better alignment of public services with spaces.

#### **14. Office Accommodation Management Framework**

The purpose of the Office Accommodation Management Framework is to provide clear and well-documented guidelines for the management of the accommodation function and to seek to standardise the approach to accommodation management across government agencies.

The main feature of the accommodation management framework is a change in the composition of the Office Accommodation Committee to reflect a more comprehensive committee, which is better able to provide technical expertise in areas such as disaster resilience, building maintenance, greening of accommodation and statistical evaluation of building trends. The framework also defines the roles and responsibilities of various stakeholders in the accommodation management process.

There are three major categories of accommodation utilised by the Government of the Virgin Islands – office accommodation (owned and rented), housing accommodation (owned and rented) and storage. Over the last two decades, there has been a significant increase in the number of accommodations being leased by the Government as well as an increase in the number of government funds allocated to rent expenditure. There have also been growing concerns about the health and safety in Government buildings, the level of maintenance of Government-owned buildings, and receiving value for money in rented accommodations.

In order to address the many concerns related to the accommodation portfolio, the Office Accommodation Committee (OAC) reviewed the structure and function of the Committee and the challenges experienced in managing the accommodation portfolio. The Deputy Governor's Office in collaboration with the Office Accommodation Committee developed a modern accommodation management framework to guide decisions related to the various aspects of the accommodation management framework. The OAC approved the draft Office Accommodation Management Framework at its meeting on 22<sup>nd</sup> November, 2018. The Framework is to be submitted to Cabinet for consideration and approval for its implementation.

## **15. Police Act**

The revised Police Act consolidates amendments, regulations and codes of practice, along with recent developments in police terms and conditions, advances in crime-fighting technology and the professionalization of the constitutional role of the RVIPF.

The Act will be advanced to Cabinet during the second quarter with a view to having it passed in the House of Assembly shortly thereafter.

## **16. Public Service Management Bill**

This document is a comprehensive and modern Public Service management framework to establish appropriate mechanisms and structures. The Bill will create broad policies on the employment, deployment and development of human resources, and the development of a management system in which the responsibility and capacity to make decisions are appropriately placed at various levels of management, guided by the principles of natural justice, separation of powers, rule of law, good governance and the fundamental rights and freedoms of individuals. The draft Bill was completed and submitted to Cabinet. The Bill was circulated to key stakeholders for comments. The Department of Human Resources held a number of HR Talk sessions to discuss the contents of the Bill with members of the Public Service to obtain feedback. It is expected to be submitted to Cabinet and the House of Assembly during the second quarter of 2019. This Bill is being developed under the PSTP broad strategy of Good Governance.

## **17. Revision of the Commuter Allowance Policy**

In May 2003, a proposal was presented to the Executive Council to provide advice on the implementation of an allowance for public officers who ordinarily reside on one of the Sister Islands and regularly commute to work on Tortola. This was as a result of several public officers who resided on Sister Islands and sought financial assistance for the costs associated with their commute to their place of work on Tortola. In October 2003, the Executive Council agreed for the establishment of a Commuter Allowance to provide financial assistance to public officers residing on a Sister Islands, and required to commute for the purpose of work to their stations on Tortola or were required to regularly commute from a Sister Island. The Department of Human Resources began a compliance review of the Commuter



Allowance for relevancy, efficiency and financial impact. The revised Commuter Allowance Policy seeks to better manage the utilisation of the allowance through improved administration and monitoring of the programme.

### **18. Visa Waiver Policy**

Approval will be sought to strengthen the visa waiver policy and to create a one-stop shop for visa matters. Further information regarding this matter will be disclosed once confirmed.

### **19. Witness Anonymity Legislation – DPP**

Legislation is being considered to enable a witness in criminal proceedings to be granted anonymity when giving evidence before a court. This is due to a reasonable fear on the part of the witness or another person of death, injury, retaliation, recrimination or oppression or serious damage to property, if the witness is identified.

## **Appointments as Acting Governor**

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In accordance with Section 37 of the Virgin Islands Constitution Order, 2007 which states:

“During any period when the office of Governor is vacant, or the Governor is absent from the Virgin Islands or is for any other reason unable to perform the functions of his or her office, the Deputy Governor shall, during Her Majesty’s pleasure, act in the office of Governor and shall perform the functions of that office accordingly.”

Served as Acting Governor for the periods:

- 29<sup>th</sup> March to 2<sup>nd</sup> April, 2018
- 17<sup>th</sup> May to 26<sup>th</sup> May, 2018
- 12<sup>th</sup> July to 24<sup>th</sup> July, 2018
- 13<sup>th</sup> August to 27<sup>th</sup> August, 2018
- 20<sup>th</sup> October to 24<sup>th</sup> October, 2018
- 29<sup>th</sup> November to 10<sup>th</sup> December, 2018

- 21<sup>st</sup> to 26<sup>th</sup> December, 2018
- 20<sup>th</sup> to 24<sup>th</sup> February, 2019
- 13<sup>th</sup> to 15<sup>th</sup> April, 2019

The period 27<sup>th</sup> December, 2018 until 7<sup>th</sup> January, 2019, the Deputy Governor and His Excellency the Governor were out of the Territory. As a result, the Financial Secretary, Mr. Glenroy Forbes served as Acting Deputy Governor and Mrs. Rosalie Adams served as Acting Governor for the period.

## Courtesy Visits

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In the role of Deputy Governor and Acting Governor, courtesy visits occur. Courtesy visits are often made when dignitaries from other countries are visiting as a form of respect to the local authority. Some courtesy visits would provide opportunities to establish relationships that may benefit the Public Service in the future.

The following courtesy visits with individuals and organisations, both locally and overseas, have taken place:

1. 8<sup>th</sup> March, 2018 – Mr. Ruari Bourke, Secretary of BVI Bar Association and other members
2. 23<sup>rd</sup> March, 2018 – Justice David Chivers, Justice Vicki-Ann Ellis and Justice Kim Adderley
3. 4<sup>th</sup> April, 2018 – Mrs. Sharon Flax-Brutus, Director of BVI Tourist Board
4. 5<sup>th</sup> April, 2018 – Mr. Sherwayne Greenidge, Lion's Club District Governor; Mr. Carvin Malone, President, and other honourable members of the BVI Lions Club.
5. 13<sup>th</sup> April, 2018 – Mr. Stephen O'Malley, Resident Representative of United Nations Development Programme (UNDP) who provided recovery support to the Territory after the 2017 storms

6. 15<sup>th</sup> April, 2018 – Mrs. Valerie Martens-Monier, Conservator from CARBICA (Caribbean Regional Branch of the International Council on Archives) in support of Records and Information Management Month activities
7. 9<sup>th</sup> May, 2018 – Mrs. Caroline Fawkes, Supervisor of USVI Elections, Mr. Wesley Willis, Business Development Manager of Elections Systems and Software, and Mrs. Sherry Mendges, Sales Support Specialist to give a brief overview of electronic voting systems.
8. 20<sup>th</sup> June, 2018 – Ms. Anita Ramprasad, Incoming District Director of Toastmasters International for the Caribbean Region discussed the possibility of creating a Toastmaster's Club within the Public Service
9. 12<sup>th</sup> July, 2018 – Mr. Alex Musson, BVI Debt Advisor retained by the Government of the Virgin Islands to advise on debt related matters including debt raising in relation to the proposed UK guarantee.
10. 12<sup>th</sup> July, 2018 – Mr. Vikas Dubey, Representative from NewGen Software (Coordinated by Archives and Records Management Unit)
11. 19<sup>th</sup> July, 2018 – Be Voyageur LLC, a non-profit organisation that assists worldwide with recovery efforts after natural disasters
12. 20<sup>th</sup> July, 2018 – Ms. Marie Legault, High Commissioner of Canada in Barbados
13. 18<sup>th</sup> February, 2019 – Ms. Aurjul H. Wilson, Supervisor of Elections from Anguilla,
14. 20<sup>th</sup> February, 2019 – ICSA Senior Executives were present in the BVI to attend the 2<sup>nd</sup> ICSA BVI Seminar
  - Mr. Simon Osborne, Chief Executive Officer, ICSA
  - Mr. John Heaton, President for ICSA, UK and Associated Territories
  - Mrs. Theresa Minnie, Head of Membership and Outreach, ICSA
  - Mr. Gareth Thomas, President of ICSA BVI Branch



ICSA trains, informs and represents the interests of governance professionals across all sectors. The courtesy call presented an opportunity for collaboration between the BVI Government and the ICSA to discuss professional development opportunities and also considering that good governance is critical to the success of the Public Service and one of the priorities of the Public Service Transformation Programme.

15. 14<sup>th</sup> March, 2019 – National School of Government International (NSG) Technical Support Executives visited the BVI to provide technical support for the Talent Management work being undertaken by the Human Resources Department through the Public Service Transformation Programme based on the People Development aspect as outlined in the Transformation Framework.

- Tove Steen Sorensen LL.M; MSc, Deployable Civilian Expert (DCE)
- Rebecca Saunders, BSc, Operations and Programme Manager and Programme manager for FCO Public Sector Reform Programme in the Overseas Territories

In condensed summary, the technical support requested from NSG is based on the following deliverables:

- People Skills Audit to ascertain current talent state and needs analysis for future skills needs
- Development of Talent Strategy which designs a blueprint for career groups and key roles (inclusive of implementation phase)
- Provision of technical/lead training for leaders, management and supervisors on the integration of talent management as part managing people.

## Public Service Outreach

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Focusing and providing emphasis on service continuity, public officers' needs and concerns throughout the entire Public Service, inclusive of the Sister Islands must be understood. It is important and crucial to ensure relationships are established with public officers for the successful transformation of the organisation.

Several Government offices were identified as displaced or working under difficult conditions after the hurricanes. His Excellency the Governor and the Deputy Governor visited these public officers in March where they expressed gratitude to public officers for the work they have been doing and to offer encouragement as the Public Service continues to work on making conditions better.

In 2019, two initiatives were introduced to allow more interaction with public officers and persons in and from the British Virgin Islands. *Thankful Thursdays* involve a weekly letter to an individual who has made an impact through their skill, work or community involvement. Letters have been written to entrepreneurs, teachers, and athletes in the Territory. These *Thankful Thursday* letters express my gratitude to these individuals for the service they provide and the impact they have made on others, congratulating them on their successes, and encouraging them to continue exuding greatness. I believe persons should be made aware of the impact they have made on others and should be acknowledged accordingly.

Letters have been delivered to Mr. Alton Bertie, Mr. Andre Braithwaite, Mrs. Gloria Gumbs, Ms. Lenette Lewis, Ms. Sharonda Pickering, Mrs. Carolyn Stoutt Igwe and Ms. Juliette Penn and the team at the Office of the Supervisor of Elections.

*Call You Friday* is a weekly phone call made to a public officer to allow me to thank them for the service they provide notwithstanding the difficult working conditions we currently face and to allow them to share with me any difficulties they may be having in their work environment and personal life that I may be able to assist with.

### Sister Island Visits

To make first-hand contact with public officers on the sister islands, the Deputy Governor travelled to the Sister Islands, Virgin Gorda in March and Jost Van Dyke and Anegada in April, to make note of the conditions after the hurricanes and to address issues and concerns public officers wished to discuss and bring to his attention.

He visited Anegada in July to attend the Anegada Community Meeting hosted by the Department of Disaster Management and His Excellency the Governor. In November, he travelled to Virgin Gorda and while there, he visited the Administration Complex to provide an update on the status of the work to be completed on the building. The visit

was followed by a memorandum to the staff in the Vanterpool Administration building providing detailed information about when work would commence and when it is expected to end.

## Social Media

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Regular postings are made on all accounts about happenings in the Public Service, the Office of the Deputy Governor, throughout the Territory, Caribbean and World. Be sure to like and follow his social media accounts.

Facebook – @DeputyGovernorBVI (<http://fb.me/DeputyGovernorBVI>)

Twitter – @DeputyGovBVI

Instagram – @DeputyGovernorBVI

## Events and Speaking Engagements

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Non-profit and other community-based organisations often extend invitations to events of which I am happy to attend to offer support. Events attended and activities participated in include:

### Invited Events

1. 8<sup>th</sup> March, 2018 – BVI Finance: ‘Opportunities for the BVI in Asia Cocktail Event’ with speakers Mr. Ian Mann of Harneys and Ms. Dawn Smith, Ag. Permanent Secretary in the Premier’s Office
2. 12<sup>th</sup> March, 2018 – Celebration to honour H. Lavity Stoutt
3. 19<sup>th</sup> March, 2018 – End of Term Dinner for Justice Barry Leon
4. 22<sup>nd</sup> April, 2018 – BVI Earth Day Celebration
5. 5<sup>th</sup> May, 2018 – Greencrete VI’s 5<sup>th</sup> Anniversary Celebration and Launch of New Products
6. 11<sup>th</sup> & 12<sup>th</sup> May, 2018 – BVI Charter Yacht Society Mid-Year Charter Yacht Show
7. 9<sup>th</sup> June, 2018 – Queen’s Birthday Parade Celebration
8. 14<sup>th</sup> June, 2018 – Official Celebration for BVI Athletes

9. 15<sup>th</sup> June, 2018 – Investiture Ceremony for Mrs. Monica Allen on receiving the British Empire Medal
10. 21<sup>st</sup> June, 2018 – BVI Red Cross Medal for Service and Bravery Ceremony to show support to public officers who received awards for their service during and after the 2017 storms.
11. 2<sup>nd</sup> July, 2018 – Territory Day Ceremony
12. 6<sup>th</sup> July, 2018 – Anegada Community Meeting with His Excellency the Governor and the Department of Disaster Management
13. 21<sup>st</sup> August, 2018 – Congratulatory Ceremony for Chevening Awards Recipients
14. 24<sup>th</sup> August, 2018 – A Taster’s Delight Launch Event hosted by Tortola Pier Park
15. 16<sup>th</sup> October, 2018 – Funeral Service for Hon. Delores Christopher
16. 11<sup>th</sup> November, 2018 – 2018 Remembrance Day Service and Beacon Lighting Ceremony
17. 10<sup>th</sup> December, 2018 – Christmas at the Commercial Court
18. 22<sup>nd</sup> December, 2018 – Visit to Centenarian Mrs. Enelle Constantia Smith
19. 20<sup>th</sup> January, 2019 – Opening of HM Customs’ Week Church Service
20. 11<sup>th</sup> March, 2019 – Celebration to honour H. Lavity Stoutt
21. 19<sup>th</sup> March, 2019 – Naturalisation Ceremony
22. 26<sup>th</sup> March, 2019 – Naturalisation Ceremony

### **Speaking Engagements**

1. 29<sup>th</sup> March – Class of 2000 ‘Guess Who’s Coming to Dinner’ event
2. 6<sup>th</sup> July – Anegada Community Meeting hosted by the Department of Disaster Management and His Excellency the Governor
3. 22<sup>nd</sup> August – Virgin Islands CDM Strategy and Country Work Programme Stakeholder Consultation Opening Ceremony
4. 24<sup>th</sup> August – M.A.L.E (Mentoring Anointed Leaders Everywhere) Summer Camp 2018 as a guest speaker to offer words of encouragement
5. 26<sup>th</sup> August – Cane Garden Bay Baptist Church Rededication Ceremony
6. 8<sup>th</sup> October, 2018 – Public Service Week 2018 Prayer and Recognition Ceremony
7. 16<sup>th</sup> October, 2018 – Public Service Week 2018 Retirees’ Dinner
8. 1<sup>st</sup> November, 2018 – Launch of the Public Service Customer Service Virtual Mailbox
9. 3<sup>rd</sup> November, 2018 – BVI Cancer Society Gala
10. 29<sup>th</sup> November, 2018 – Birthday Celebration for Centenarian, Mrs. Eda Flax



11. 30<sup>th</sup> November, 2018 – Arbour Day Celebration
12. 10<sup>th</sup> December, 2018 – Human Rights Day
13. 15<sup>th</sup> December, 2018 – Dinner to celebrate 40<sup>th</sup> Anniversary for the End of Grant-In-Aid in the BVI
14. 22<sup>nd</sup> December, 2018 – GIS Star Awards and Recognition Dinner
15. 25<sup>th</sup> December, 2018 – BVIHSA Annual Christmas Tree Programme
16. 15<sup>th</sup> February, 2019 – Old Government House Museum Fundraiser

## 2019 Priorities

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The Public Service Transformation Programme will continue to drive change across the Service as we aim to achieve our vision of being ranked between #1 and #5 in the world as a Public Service organisation by the year 2030. Notwithstanding, the approach to this Transformation Programme will continue to focus on people development to ensure the successful development and implementation of the Programme. Long lasting change can only be achieved when the people driving the transformation also transform. A stronger, smarter, greener, better and more efficient and effective BVI is therefore at the forefront of the work that must be done in the Public Service.

In 2019, our prioritised areas are:

1. Good Governance
  - a. Integrity Commission
  - b. Public Service Management Bill
2. E-Government (in partnership with Premier's Office)
3. Criminal Justice Review
4. HR Transformation, including
  - a. Reestablishment of a Learning and Development Unit
  - b. Redesign of the Public Service
5. Facilitation of the repairs to the Central Administration Complex

## Conclusion

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It is my hope and intention that the contents of this report provide information on the operations of the Office of the Deputy Governor and insight to the programmes and projects that have been and are being undertaken by this office. I hope the composition of this report serves as a future reporting model for the Public Service and its leaders.

The successful relationship between Ministries and Departments with the Recovery and Development Agency is paramount to a transformed Public Service and a recovered and developed Virgin Islands. With the competence of Senior Managers, Department Heads and the body of public officers, there is confidence that the foundation for an exceptional Public Service has already been laid. The plan is to merge this competence with a love for our clients and deliver services with pace, passion and empathy for those we serve.

Thank you for reading this report and should there be questions or comments about the contents of this report, please email the Deputy Governor at [DArcher@gov.vg](mailto:DArcher@gov.vg).

*Thank You!*

## APPENDIX A

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# Deputy Governor's Monthly Messages





## DEPUTY GOVERNOR'S MONTHLY MESSAGE FOR MARCH

On this the 6-month anniversary of Hurricane Irma, I write to extend my regards, care and comfort to you, your families and the persons you interact with in the community. After six months, I was able yesterday to return to my home and sleep under my own roof, as construction continues. While I felt good about being able to do so, I know that there are also persons not as fortunate. I empathize with you!

Immediately, my mind and heart went to the Virgin Islands Community, but specifically, to you as Public Officers. I have heard of your stories of struggle following the recent hurricanes and I know for some persons regardless of age or grade, it has been and continues to be difficult. I understand you!

I am aware that notwithstanding any personal struggles you might have, you have been called upon to transform the Public Service. It is important for you to know that if we collectively push through any personal challenges and engage ourselves and others around us, we can achieve greatness. It is therefore possible while we work on our personal responsibilities, for us to build a Public Service which is stronger, more resilient, more efficient and ready to be ranked with other world class Public Services in the World. This is a challenge I know each Public Officer can rise to. I have the confidence in you!

As your new Deputy Governor, I am pleased to be leading you during this period. You also need to know that in order for us to have a greater Public Service, we all have to do our part which might not always feel comfortable; but as a Public Service family we will do great things together. I am confident the Public Service has the human resources capacity, intelligence and competencies for us to become greater. I will support you!

In the upcoming weeks, my goal is to utilise all possible mediums to let you know I care, expect greatness from you and will do my best to create and maintain a Public Service that allows you to grow, dream, think big, make mistakes, be encouraged and always receive a hand towards a brighter you, Public Service and Virgin Islands. I will work with you!

Please email me at [anewpublicservice@gov.vg](mailto:anewpublicservice@gov.vg) with your comments and feedback about transforming the Public Service. Continue to think highly about yourselves, the Public Service and the Territory of the Virgin Islands. I am here to serve you!

Sincerely,

**David DaCosta Archer, Jr**  
Deputy Governor





GOVERNMENT OF THE  
VIRGIN ISLANDS  
Office of the Deputy Governor

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## PROFESSIONAL TIPS

BY DEPUTY GOVERNOR

1. Always keep the customer as the focus when making decisions. Don't let the process distract you from your obligation to serve clients.
2. Never leave for tomorrow what you can do today. Be absolutely sure it cannot be done within the same day as the action affects someone's life.
3. When giving an answer of no, explain why. Persons have a right to know why you made the decision even if they do not agree.
4. View the development of your team as your most important role. Developing your team is also part of your "work" and should not be viewed as secondary.
5. Always see yourself in the role you want to become, and perform in your current role as if you have reached the next level.
6. Never be afraid to say I do not know or I need help. It is still professional to identify when you need support.
7. Find the people in your profession who are doing well and ask them to support you.
8. View your job as contributing to the overall success of your Territory.
9. As a public officer, my #1 role is to help people at all times.
10. Always research best practices in your field. Don't wait until you hear about it, research what is trending in your professional field.
11. Never forget to turn on your 'Out of Office' when on leave.
12. Return all telephone calls within 24 hours.
13. Without prompting, ask employees how they are doing.
14. Always ask for a deadline when given a task.
15. Ask your supervisor what is important to them and what they are trying to achieve.
16. When presenting an idea always have the pros and cons.
17. Your appearance is important when delivering the right message.
18. At the end of the day, you are always responsible for your own success.
19. Managers provide instructions while leaders inspire others to do.
20. Always anticipate where your supervisor is trying to go and present options before being asked.
21. Never try to just get by, do your task with a zeal for perfection.
22. Don't interrupt persons when they are speaking. Active listening requires patience.
23. Never use the word "but" after a compliment, it erases the strength and passion of the previous compliment.
24. To be a great leader, first serve someone else with all your might and grit.
25. Never be afraid to stand out and up for your beliefs, even if you stand alone.
26. Only share your most bizarre professional dreams with those who will support you. Keep quiet and work diligently on your plan of success.
27. Remember to thank those around you who helped in your achievements.
28. Never criticize your team publically; you are actually criticizing your leadership.
29. Stop to celebrate small accomplishments as you work towards the bigger task.
30. Spend less time defending your work and more time perfecting your work.

  
David D. Archer, Jr.





GOVERNMENT OF THE  
VIRGIN ISLANDS  
Deputy Governor's Office

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# PROFESSIONAL TIPS

BY MEMBERS OF  
THE PUBLIC SERVICE

1. A light is only dim if it's shining on another light. It does not matter how dim a light is once in darkness it shines brightly.  
– Mr. Giovanni Herbert
2. Always answer all e-mails before the day is done, even if it's just an acknowledgement of the request. – Ms. Natalie Hodge
3. Always be inquisitive and try to learn new things. No matter how well you feel you know your job, there is always room to learn from others. – Mr. Patrick Ormond (via Facebook)
4. Always greet your clients with a smile, and make sure your attire speaks well of you. – Ms. Ziina Hanley
5. Always make a good first impression. – Mrs. Sharon Jennings
6. Always try to be a better version of yourself today than you were yesterday. – Mr. Anthony McMaster
7. Answer the phone with a smile. – Mrs. Helen Seymour
8. Be kinder than necessary, everyone you meet is fighting some kind of battle. – Ms. Kasla Penn
9. Be pleasant and respectful to your co-workers. – Ms. Theresa Penn
10. Be the best you that you can be; someday you will need someone like you. 'Maintain your professional posture at all times'.  
– Mrs. Michelle Donovan-Stevens
11. Be the excellence you want to experience. – Ms. Abbarah Brown
12. Be true to yourself. When making decisions, determine if doing something simply to satisfy a boss or a customer was the best thing to do versus actually doing the best thing. – Mr. Christopher Varlack
13. Be who you say you are both personally and professionally.  
– Ms. Cara Christopher
14. Character is who you are when no one is looking; integrity is your ability to say 'no'. – John Wooden – Mr. Christopher Varlack
15. Colossians 3:23 – "Whatever you do, work with all your heart, as working for the Lord, not for human masters." – Anonymous
16. "Don't take counsel of your fears or naysayers." – General Colin Powell – Ms. Dawn J. Smith
17. Don't whine about problems. Identify opportunities in the challenges and offer solutions. – Ms. Theresa Penn
18. Even if you don't win - keep a winning attitude. You may be your biggest enemy - Believe in yourself! Be your biggest fan!! Be proud of who you are - your journey and your story. – Ms. Linette Rabsatt
19. Every day, ensure you add value to someone's life either by resolving an issue within the realms of Government whether it's related to your office or not. It might be by providing a listening ear or through words of encouragement; however it is done, never complete your day unless you have contributed positively to someone's life.  
– Mr. Ronald Smith-Berkeley
20. Everyday this is what I start my day with: Proverbs 3:5 – "Trust in the Lord, oh my soul, and lean not on your own understanding, in all your ways acknowledge Him and He shall direct your path."  
– Dr. Marcia Potter
21. Everyone makes mistakes, but never try to hide them and ensure that when you do make a mistake, you learn from it. – Mr. Patrick Ormond (via Facebook)
22. Get involved in all activities in your office; it builds camaraderie and personal growth. – Mr. Vincent Wheatley
23. Give without expectations. – Mr. Cryton Brown
24. Good communication goes a long way. – Ms. Enid Lennard
25. "I am a proud Public Officer. I keep God first, not in the middle, not through the pile, not at the end, but first so that I always remember to put others first." – Mrs. Arlene T. Penn
26. I have shared this with my senior staff: "If you are going to achieve excellence in big things, you develop the habit in little matters. Excellence is not an exception, it is a prevailing attitude."  
General Colin Powell – Dr. Marcia Potter
27. Isaiah 58:6 – 9 <sup>6</sup>Is not this the kind of fasting (Public Service) I have chosen: to loose the chains of injustice and untie the cords of the yoke, to set the oppressed free and break every yoke?  
<sup>7</sup>Is it not to share your food with the hungry and to provide the poor wanderer with shelter—when you see the naked, to clothe them, and not to turn away from your own flesh and blood?  
<sup>8</sup>Then your light will break forth like the dawn, and your healing will quickly appear; then your righteousness will go before you, and the glory of the Lord will be your rear guard.  
<sup>9</sup>Then you will call, and the Lord will answer; you will cry for help, and he will say: Here am I!"  
This has been my guide since the hurricane – Anonymous
28. James 1:5 – "But if any of you lacks wisdom, let him ask of God, who gives to all generously and without reproach, and it will be given to him." – Mrs. Carolyn Stouff Igwe
29. Listen carefully. People want to be heard so you should give people a chance to explain their ideas properly. – Ms. Meredith Fahie
30. Maintain a positive attitude and inspire those around you.  
– Ms. Theresa Penn
31. Mediocrity is not a standard. Your work is a reflection of you and should always be done to the best of your ability.  
– Ms. Kedimone Rubaine
32. Never compromise your good work ethic because you never know who sees you as a role model. – Ms. Sandra Ward
33. "Never get so fascinated by the extraordinary that you forget the ordinary." – Magdalen Nabb – Dr. Marcia Potter
34. Pleasure in your job puts perfection in your work. – Ms. Cheryl Fahie
35. "Progress comes from intelligent use of experience." – Elbert Hubbard – Ms. Andra Phillip
36. Be careful when using a fullstop to make sure it doesn't convey a message of sternness or aggression. Look again at your message to make sure the fullstop doesn't make it sound unintentionally menacing or uptight. – Ms. Jennifer Flemming
37. "See the light in others, and treat them as if that is all you see."  
– Dr. Wayne Dyer – Mrs. Petrona Davies
38. Sometimes you have to walk away from a problem to see the solution. It takes little or no effort to "TRY". We just need some confidence to get going. – Ms. Linette Rabsatt
39. Treat every task you are given as though it is of the utmost importance and do it efficiently and to the best of your ability, however unimportant it may seem to you. It may be important to others for reasons you are not aware of; in other words, do your best. – Mr. Patrick Ormond (via Facebook)
40. Treat everyone you deal with with respect. Everyone gets frustrated from time to time but showing anger is unlikely to lead to the result you want. – Mr. Patrick Ormond (via Facebook)



## **DEPUTY GOVERNOR'S MONTHLY MESSAGE FOR SEPTEMBER**

### **Fourth Quarter Push – “How Will the Public Service 2018 Game End?”**

At the end of September, we will enter the fourth quarter. Using sports as a reference to consider the balance of the work year in the Public Service, this quarter is where it counts! Teams do well for many quarters, but the last quarter is the deciding factor between victory and defeat. So, how will the Public Service game end in 2018? Will we be winners celebrating change, transformation, rebuilding, recovery, new visions and personal growth or will we rest and hope that we will get by on the work done in previous quarters?

I am mindful that the Public Service was greatly affected by the hurricanes of September 2017. I am also mindful that some of us are still trying to get back to normalcy within our homes and lives. I am, however, equally mindful following the world economic crisis in 2008 and the recent hurricanes, we remained employed without any adjustments to our basic terms and conditions. While other countries were reducing workers and pay packages, we did not suffer the same fate. While we do not know what the future holds, in our current situation, we should be thankful.

On this backdrop, we should understand that a country that is rebuilding cannot stop dreaming. A Public Service that is still working on securing better accommodations for its most valuable resources cannot stop transforming. The Public Service is a key driver of the Territory's economy. This means now more than ever, where possible, more will be asked of the Public Service. This is the reason why each ministry has developed transformation plans to propel the service to the next level; we do not have a choice.

The last quarter of 2018 will be a major push towards continuation of the implementation of transformation plans by various ministries. Specifically, my office will push hard in this fourth quarter to advance or augment legislation such as the Public Service Management Bill, Ministerial Code of Conduct, Integrity Commission, Human Rights Commission and Freedom of Information. These are all good governance initiatives, which must be at the foundation of a transformed Public Service. A strong focus on e-Government will continue. We will introduce a Customer Service Virtual Mailbox to commend excellent customer service as well as address any customer service challenges within ministries and departments. As you know, accountability is critical for Public Service excellence.




I invite all of you to ask your managers and Permanent Secretaries about plans for a transformed Public Service. Specifically, ask how those plans include you and what role you are expected to play.

Let us push hard in this fourth quarter; and remember our main objective should be to deliver services to our clients that are reflective of a caring, supportive, understanding and growing Public Service. I am proud of the Public Service for its endurance as we transform, but I am asking for a harder push in the final quarter of 2018.

If you have any questions, concerns or need clarification on the contents of this message, please email me directly at [DArcher@gov.vg](mailto:DArcher@gov.vg).

See you at the 'end of the fourth quarter' celebration!



**David D. Archer, Jr.**  
**Deputy Governor**



## GOVERNMENT OF THE VIRGIN ISLANDS

### DEPUTY GOVERNOR'S MONTHLY MESSAGE – OCTOBER 2018

#### How Important is the Civil Service People Survey?

Throughout the month of October, you have repeatedly heard about and been invited to participate in the 10<sup>th</sup> Annual Civil Service People Survey. Thank you to each public officer that took the time to complete the survey; your voice has been heard and your opinion matters.

As of today, we are at 21% participation level, but I am confident that with all of our collective efforts we can increase this number. Thank you to all public officers who have participated and dedicated the time to completing the survey, I applaud you. I wish to publicly applaud the Department of Disaster Management for achieving 100% participation and completion of the survey. You continue to be an exemplar of leadership and unity in the Public Service. I also wish to publicly recognise the following departments for achieving a participation rate of 50% and above:

1. Cabinet Office
2. Central Statistics Office
3. Civil Registry and Passport Office
4. Department of Information and Public Relations
5. Department of Trade, Investment, Promotions and Consumer Affairs
6. Governor's Office
7. Her Majesty's Post Office
8. Telephone Service Management Unit

I am aware that persons are still unsure of how this survey will benefit public officers and the Public Service. Allow me this opportunity to remind you of the importance of the Survey, as it provides public officers with an opportunity to anonymously have your voices heard and views captured about the present and future state of the Public Service. The information gathered from the survey will be used to shape policies related to benefits, leadership, resources, workload, employee engagement, inclusion and fairness. This information will also allow us to act on these areas and empower each officer giving you the ability to enhance the Public Service as an employer and service provider. We can only effect change if we ourselves are the change agents. The success of this initiative relies heavily on us as public officers, regardless of our grade in the Public Service. This survey allows us all to offer insight and opinions on a level playing field, erasing all barriers of status or level in the organisation.


If you do not have access to a computer or even the internet, speak to your Permanent Secretary, Department Head or Supervisor and ask for assistance with completing the survey. My office is also available to assist. You can access the survey by visiting:

**SURVEY:** <https://csps2018.orc.co.uk/BOT38617/>

<https://csps2018.orc.co.uk/BOT38617/>. Please search the list below to locate your department code required to complete the survey.

We have one more week in October before the survey ends on 31<sup>st</sup> October. It is imperative that all officers throughout the entire Public Service understand the importance of this survey and know that your opinions, voice and thoughts will help to shape the future of the Public Service. I believe that this is an opportune time to obtain insight and information that will guide us as we transform the Public Service and restore the Territory.

I will continue to monitor our participation rate. The survey is anonymous so your information is private to you. If you have any questions or require special assistance with completing the survey, please contact the Department of Human Resources, Employee Relations Manager, Noreen Callwood-Lewis at (284) 440-3026 or (284) 468-2178. If you have any questions, concerns or need clarification on the contents of this message, please email me directly at [DArcher@gov.vg](mailto:DArcher@gov.vg).



David D. Archer, Jr.  
Deputy Governor

**SURVEY:** <https://csps2018.orc.co.uk/BOT38617/>



## DEPARTMENT CODES

Code	Organisational Unit	Code	Organisational Unit
BOT0044	<b>Constitutionally Established Depts</b>	BOT0073	Her Majesty's Customs
BOT0045	Cabinet Office	BOT0074	Treasury Dept
BOT0046	Office of the Director of Public Prosecutions	BOT0075	Her Majesty's Post Office
BOT0047	Complaints Commission	BOT0076	International Tax Authority
BOT0048	Human Rights Commission	BOT0077	Internal Audit
BOT0049	Office of the Auditor General	BOT0078	<b>Ministry of Education and Culture</b>
BOT0050	House of Assembly	BOT0079	Dept of Youth Affairs and Sports
BOT0051	<b>Governor's Group</b>	BOT0080	Pre-Primary and Primary Education
BOT0052	Governor's Office	BOT0081	Secondary Education
BOT0053	Deputy Governor's Office	BOT0082	Her Majesty's Prison
BOT0054	Dept of Human Resources	BOT0083	Dept of Culture
BOT0055	Dept of Disaster Management	BOT0084	Library Services
BOT0056	Supreme Court	BOT0085	<b>Ministry of Natural Resources and Labour</b>
BOT0057	Magistracy	BOT0086	Dept of Agriculture
BOT0058	Civil Registry and Passport Office	BOT0087	Conservation and Fisheries Dept
BOT0059	Attorney General's Chambers	BOT0088	Dept of Labour
BOT0060	Royal Virgin Islands Police Force	BOT0089	Land Registry
BOT0061	<b>Premier's Office</b>	BOT0090	Land and Surveying Dept
BOT0063	Dept of Information and Public Relations	BOT0091	<b>Ministry of Health and Social Development</b>
BOT0064	Dept of Trade, Investment, Promotions and Consumer Affairs	BOT0092	Social Development Dept
BOT0065	Virgin Islands Shipping Registry	BOT0093	Dept of Waste Management
BOT0066	Town and Country Planning Dept	BOT0094	<b>Ministry of Communication and Works</b>
BOT0067	Dept of Immigration	BOT0095	Dept of Public Works
BOT0068	BVI International Affairs Secretariat	BOT0096	Dept of Water and Sewage
BOT0069	Central Statistics Office	BOT0097	Fire and Rescue Services
BOT0070	<b>Ministry of Finance</b>	BOT0098	Facilities Management Unit
BOT0071	Dept of Information Technology	BOT0099	Telephone Services Management Unit
BOT0072	Dept of Inland Revenue	BOT0100	Dept of Motor Vehicles

**SURVEY:** <https://csps2018.orc.co.uk/BOT38617/>



## GOVERNMENT OF THE VIRGIN ISLANDS

### DEPUTY GOVERNOR'S MONTHLY MESSAGE – DECEMBER 2018

#### "THANKS FOR BEING GREAT"

In my September message titled 'Fourth Quarter Push', I asked 'how will the Public Service game end in 2018? Will we be winners celebrating change, transformation, rebuilding, recovery, new visions and personal growth or will we rest and hope that we will get by on the work done in previous quarters?' Now that we are in the final days of 2018, let us reminisce on a year that has been filled with excitement, challenges and new opportunities. We have engaged in and made decisions that have affected and will affect the current and future state of the Public Service and our beloved Territory. So, how has 2018 been for you?

Recently, every conversation and meeting in which I have been involved, regarding Public Service Transformation has focused around the future of the BVI. My thought process recently has been this... 'the decisions we make today, the policies we create, the strategies we implement, they are not for our own benefit but for the benefit of the youth who are future leaders of these beloved Virgin Islands. We are building An Amazing BVI. We are transforming the Public Service today to ensure the outcome of these decisions will positively impact the youth of today and tomorrow, who has placed the business of Government in our hands.

In the past year, we have made great strides in the areas of Public Service Transformation, Security, Governance and Court Administration with successful initiatives like the launch of the Virtual Mailbox, the draft Public Service Management Bill, the launch of the e-Litigation Portal, Rebuilding of the Police Headquarters, the BVI Open for Business Online Map and the introduction of electronic voting systems and mock voting session; just to name a few. All Ministries have made significant accomplishments in the area of Transformation. You can expect to hear more about exciting things that will take place in the Service early in the New Year when we launch the Public Service Transformation plans for each Ministry.


I am eager and hopeful of what we will pursue and accomplish in 2019. Let us not forget about the things we have not yet completed, but use these as opportunities for growth and determine how to become better with each attempt.

I believe all public officers have the capabilities, skills and knowledge to influence the future direction of the Public Service. We understand Public Service Transformation is not something that will happen overnight. It is ever changing, ever growing, ever evolving; because each day we make decisions that affect our organisation, our lives

and our Territory. Just like a child, learning and developing, the same applies to the Public Service Transformation; it is organic and will always evolve as we continuously strive for greatness each step of the way.

I hope that we will embrace all that has happened in 2018 and together, look forward to all that will occur as we embark, steadfast and headstrong into 2019. Thank you for your endurance during the past year, notwithstanding the challenges associated with the hurricanes. I am proud of each of you.

**Happy Holidays and a bright and prosperous 2019 when it comes!**



David D. Archer, Jr.  
Deputy Governor

*Thank You!*



## A Year of Firsts

January 2019

In the first week of this year, via my social media accounts, I spoke about celebrating all firsts throughout the year and thought it ideal to designate this year as #AYearOfFirsts. As such, allow me to share with you some firsts I have initiated and celebrated in the month of January.

This year, I have initiated two new trends that allow me to connect with public officers and persons in our society, **“Thankful Thursdays”** and **“Call You Fridays”**. On Thankful Thursdays, I write a personalised letter to a deserving person to simply express my gratitude for their contributions to society, congratulate them on an accomplishment and offer words of encouragement for their continued excellence. I do this because I am truly appreciative of the dedicated service persons extend to our beautiful Territory.

On “Call you Fridays”, I reach out to a fellow public officer to see how they are doing and simply lend an ear. If you have heard from me, thank you for taking the time to chat with me one-on-one. I know and empathise with persons still living and/or working in less than ideal conditions. Thank you for your perseverance and resilience. You remain a priority.

Earlier this week, eight exceptional public officers were awarded and pinned as official members of the first ever Public Service Star Membership Club. This is a major accomplishment. Without their dedicated service, this initiative would not have been successful. I am proud of each of them and know they are proud of themselves as well. Keep up the good work!

On this backdrop, I take this opportunity to encourage each of you to Dream Big! If you have made a New Year’s resolution, and have not yet started or lost focus, make a decided effort to push yourself harder. Each accomplishment starts with just one small step. Take the step today! I invite you to share with me your firsts as you experience them throughout 2019; I would love to share in your excitement.

As 2019 progresses, we will implement programmes and initiatives aimed at transforming the Public Service. We have engaged and made decisions that have and will affect the current and future state of the Public Service and our Territory. We are on the right side of history as we build together to create an Amazing BVI for generations to come.

Let us leap into 2019 energised and ready to fulfil the service mandate of this organisation. We must realise, as public officers, our duty is to provide a service. I am excited to be your partner on this journey of a client-focused, world class Public Service.

**Happy Year of Firsts 2019!**



**David D. Archer, Jr.**  
**Deputy Governor**



**Government of the Virgin Islands** | Central Administration Building | #33 Administration Drive | Road Town  
TORTOLA VG1110 | VIRGIN ISLANDS

**Tel:** (284) 468-2195 | **Fax:** (284) 468-3198 | **Email:** dgo@gov.vg | **Website:** www.bvi.gov.vg

## APPENDIX B

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# Office of the Deputy Governor Circulars





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**OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 02 OF 2018**

**FROM:** Deputy Governor

**TO:** Attorney General  
Financial Secretary  
Cabinet Secretary  
Permanent Secretaries  
Heads of Department  
All Public Officers

**DATE:** 13<sup>th</sup> March, 2018

**SUBJECT:** Tsunami Simulation Exercise "Caribwave18"

Good day, this message is **important** and can be **lifesaving**; please take it seriously.

By now many of you will be aware that on 15<sup>th</sup> March, 2018 we are expected to join other Caribbean countries, as well as the United States and Canadian east coast states in the annual tsunami response exercise "Caribewave18".

This year's exercise simulates a 7.6 magnitude earthquake in the Mona Passage just west of Puerto Rico. **This is an important exercise for us considering our vulnerability to earthquakes and tsunamis.**

The DDM will be coordinating various components of the exercise, and every government ministry, department and statutory agency needs to participate. Survival during these sudden onset events is highly dependent on your level of preparedness.

Considering the frequency of earthquakes that occur in the BVI and in the wider Caribbean, the tsunami advisory that was issued most recently, and the heightened alert issued on 12<sup>th</sup> March to indicate increased activity with *Kick 'em Jenny* (submarine volcano located approximately 8 miles north of Grenada); it is important that participation is taken seriously.

If you have not yet registered for this exercise, please contact DDM at 468-4198 **urgently** to obtain information as it relates to this exercise and the various evacuation routes identified throughout the Territory.

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An accountability roll call will be done at the conclusion of the exercise. Let us ensure that we remain in a heightened state of readiness, and I look forward to full participation by all. Thank you.

I wish you the highest productivity for the balance of your day.



**David D. Archer, Jr.**  
**Deputy Governor**



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**OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 03 OF 2018**

**FROM:** Deputy Governor

**TO:** Attorney General  
Financial Secretary  
Cabinet Secretary  
Permanent Secretaries  
Heads of Department

**DATE:** 19<sup>th</sup> March, 2018

**SUBJECT:** **Public Service Transformation Initiative Launch – 26<sup>th</sup> March, 2018**

Good morning, I trust you had an enjoyable weekend and are motivated to serve with compassion, pride and energy.

As managers, your commitment to leading a transformed Public Service is critical if we are to be successful in achieving amazing results. We are in the process of transforming the Public Service, and you have been asked to lead this extremely important process.

To ensure you are fully prepared to lead the process and all public officers understand and buy-in to the concept, a ceremony is being planned to officially launch the initiative. The mandatory event is also designed to bring all public officers together to say thank you for the work they do, especially after the recent hurricanes. It is important that this is done.

The event is scheduled for Monday, 26<sup>th</sup> March, 2018 from 9:00 a.m. – 10:00 a.m. at the Tortola Pier Park lawn. The atmosphere will be a relaxed setting, filled with energy, enthusiasm and a renewed sense of direction for the Public Service. I trust you will see the importance of this event.

You are asked to encourage your staff to wear the team colours based on our Public Service Week teams, and you should ensure your staff assembles together with you at the event.

This event is mandatory for public officers except for essential services and teachers. Each office is asked to maintain a front level staff to provide answers to clients who may come to the office during the time of the event.

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Page 2

Public Service Transformation Initiative Launch

19<sup>th</sup> March, 2018

Collectively, we will transform the Public Service one day at a time and one change at a time. I am excited to be your partner in this process.

Thank you for your support, and I look forward to seeing you and your teams at the event.

Sincerely,

A handwritten signature in dark ink, appearing to read 'D. Archer, Jr.', with a long horizontal flourish extending to the right.

**David D. Archer, Jr.**  
**Deputy Governor**



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**OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 04 OF 2018**

**FROM:** Deputy Governor

**TO:** Attorney General  
Financial Secretary  
Cabinet Secretary  
Permanent Secretaries  
Heads of Department  
All Public Officers

**DATE:** 16<sup>th</sup> May, 2018

**SUBJECT:** UK Sanctions and Anti-Money Laundering Bill and Public Officers’  
Right to Assembly

Good day public officers, by now you should be aware of the current discussions taking place regarding the captioned Bill.

The purpose of this communication is to provide a background to the discussions on the Bill and to inform you of your rights of assembly as laid out in the Virgin Islands Constitution Order (2007).

The UK Sanctions and Anti-Money Laundering Bill introduces measures to tackle criminal activities, including money laundering across international finance. The Bill has the following objectives:

- (1) To create powers for the government to make regulations to impose sanctions;
- (2) To allow financial, immigration, trade, aircraft and shipping sanctions to be imposed;
- (3) To allow for regulations to create exceptions and licences to allow activities to take place that would otherwise be prohibited or restricted by sanctions;
- (4) To have ministerial and judicial review processes to allow individuals and organisations to challenge sanctions imposed on them; and
- (5) To allow regulations to be made to update existing provisions on anti-money laundering and terrorist financing, particularly the Money Laundering Regulations 2017, to be updated after the UK’s exit from the EU.

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Following the escalating situation with Russia, the UK Government tabled amendments which would enable sanctions to be imposed for serious human rights violations. Additionally, an amendment included a requirement for the Overseas Territories to implement public registers of beneficial ownership by the end of 2020.

The Bill started in the House of Lords. The new amendment was passed in the House of Commons and the Bill is now awaiting consideration of the amendments within the House of Lords. The discussion and decision on the Bill in the House of Lords will be on Monday 21<sup>st</sup> May, 2018. Please visit <https://www.parliament.uk/education/about-your-parliament/how-laws-are-made/> for more information on the UK Parliamentary System and how Laws are made.

Regarding the current decision on the Bill, the Governor said, "I believe that the BVI is a well-regulated jurisdiction with an effective register of beneficial ownership (BOSSs) that is accessible by law enforcement. Since 2013, the BVI has made it clear that the jurisdiction is committed to implementing public registers when they become the global standard. "

In addition, the Premier said, "We cannot avoid the fact that this decision poses a significant reputational and economic threat to these islands and its financial services industry." He said the BVI has continued to meet information exchange and internal cooperation obligations to the UK and other countries to meet international standards throughout the international business industry. The current discussion around the Bill in the BVI has led to an a-political public protest being organised called the Decision March, on the foundation that if the Bill is passed, the imposition of an Order in Council to enforce the Bill is a breach of the human rights of the people of the British Virgin Islands and a violation of the constitutional freedom of the BVI to determine its financial future.

The Public Service acknowledges the importance of freedom of expression and of assembly and association which have been conferred on all persons by the Virgin Islands Constitution Order, 2007 (Sections 23 and 24). These freedoms are essential in a democratic society such as ours. But these rights are not absolute. In the case of Public officers, it is legally permissible for restrictions to be imposed on the enjoyment of these rights if those restrictions are reasonably required for the performance of their functions.

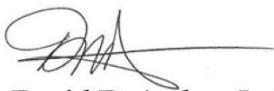
In light of the above and against the backdrop of the planned march scheduled for 24th May, 2018, public officers who intend to participate in the march are advised as follows:

- (1) The Public Service will remain open on the date of the march from 8:30 am to 4:30 pm.
- (2) Public officers wishing to attend the march may do so provided they have permission from their heads of Department, by obtaining leave in accordance with the established leave policies within the public service.
- (3) Heads of Departments should not withhold the request for leave unless the request affects the proper performance of the functions of their organisations.
- (4) Public officers who attend and participate in the march with the permission of their Heads of Departments will not be subjected to any organisational injustices from management or other public officers.
- (5) Public officers who feel they have been denied attendance to the march for reasons unrelated to the functioning of the organization should report the same to the Director of Human Resources.
- (6) Public officers who feel they have been subjected to organisational injustices from management or other public officers as a result of attending the march should report the same to the Director of Human Resources.

As Deputy Governor, I encourage public officers to be engaged in matters that could have impact on the Public Service, the Territory and themselves. Equally, I encourage exercising your constitutional and human rights.

The information provided is extensive and also serves as a reference document. If there is a need for further and personal clarity on the information provided, please email me at [DArcher@gov.vg](mailto:DArcher@gov.vg). Additionally, if departments wish to gather more information on the Bill, they may email the Assistant Secretary in the Premier's Office, Mr. Malvern Brathwaite at [MBrathwaite@gov.vg](mailto:MBrathwaite@gov.vg).

Thank you.



**David D. Archer, Jr.**  
**Deputy Governor**



**P.S. For ease of reference, the relevant sections (23 and 24) of the Virgin Islands Constitution Order, 2007 are included.**

**Section 23 (Protection of Freedom of Expression)** of the Constitution provides relevantly as follows:

- (1) No person shall be hindered in the enjoyment of his or her freedom of expression.
- (2) A person's freedom of expression includes freedom to hold opinions without interference, freedom to receive information and ideas without interference, freedom to disseminate information and ideas without interference (whether to the public generally or to any person or class of persons) and freedom from interference with his or her correspondence or other means of communication.
- (3) Nothing contained in law or done under its authority shall be held to contravene this section to the extent that it is reasonably justified in a democratic society-
  - (a) in the interest of defence, public safety, public order, public morality or public health;
  - (b) for the purpose of protecting the reputation, rights and freedoms of other persons, or the private lives of persons concern in legal proceedings or proceedings before a statutory tribunals, preventing the disclosure of information received in confidence, maintaining the authority and independence of the courts, or regulating telecommunications, posts, broadcasting or public shows; or
  - (c) that it imposes restrictions on public officers that are reasonably required for the proper performance of their functions.
- (4) For the purposes of subsection (3), "law" in subsection 3 includes directions in writing regarding the conduct of public officers generally or any class of public officer issued by the Government of the Virgin Islands.



**Section 24 (Protection of Freedom of Assembly and Association)** of the Constitution provides relevantly as follows:

- (1) No person shall be hindered in the enjoyment of his or her freedom of peaceful assembly and association.
- (2) The freedom of peaceful assembly and association includes the right to assemble freely and associate with other persons and, in particular, to form or belong to political parties or trade unions or other lawful associations for the promotion of his or her interest.
- (3) Nothing contained in law or done under its authority shall be held to contravene this section to the extent that it is reasonably justified in a democratic society-
  - (a) in the interest of defence, public safety, public order, public morality or public health;
  - (b) for the purpose of protecting the reputation, rights and freedoms of other persons, or
  - (c) that it imposes restrictions on public officers that are reasonably required for the proper performance of their functions.



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**OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 05 OF 2018**

**FROM:** Deputy Governor

**TO:** Attorney General  
Financial Secretary  
Cabinet Secretary  
Permanent Secretaries  
Heads of Department  
All Public Officers

**DATE:** 16<sup>th</sup> May, 2018

**SUBJECT:** Public Officers' Right to Assembly – Marches and Protests

Good day public officers, the purpose of this communication is to inform you of your rights of assembly as laid out in the Virgin Islands Constitution Order (2007).

The Public Service acknowledges the importance of freedom of expression and of assembly and association which have been conferred on all persons by the Virgin Islands Constitution Order, 2007 (Sections 23 and 24). These freedoms are essential in a democratic society such as ours, but these rights are not absolute. In the case of public officers, it is legally permissible for restrictions to be imposed on the enjoyment of these rights if those restrictions are reasonably required for the performance of their functions.

In light of the above and against the backdrop of any planned marches or protests, public officers who intend to participate are advised as follows:

- (1) The Public Service will remain open on the date of marches and protests from 8:30 a.m. to 4:30 p.m.
- (2) Public officers wishing to attend marches and protests may do so provided they have permission from their Heads of Department, by obtaining leave in accordance with the established leave policies within the Public Service.
- (3) Heads of Departments should not withhold the request for leave unless the request affects the proper performance of the functions of their organisations.

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- (4) Public officers who attend and participate in marches and protests with the permission of their Heads of Departments will not be subjected to disciplinary action by reason of such attendance and participation.
- (5) Public officers who have been denied permission to attend and participate in marches or protests for reasons unrelated to the proper performance of their functions or the functioning of the Public Service should report the same to the Director of Human Resources.
- (6) Public officers who are subjected to disciplinary action in the Public Service for attending marches or protests should report the same to the Director of Human Resources.

As Deputy Governor, I encourage public officers to be engaged in matters that could have an impact on the Public Service, the Territory and themselves. Equally, I encourage exercising your constitutional and human rights.

If there is a need for further and personal clarity on the information provided, please email me at [DArcher@gov.vg](mailto:DArcher@gov.vg).

Thank you.



**David D. Archer, Jr.**  
**Deputy Governor**

P.S. For ease of reference, the relevant sections (23 and 24) of the Virgin Islands Constitution Order, 2007 are included. Circular No. 5 of 2018 Page 3



**Section 23 (Protection of Freedom of Expression)** of the Constitution provides relevantly as follows:

- (1) No person shall be hindered in the enjoyment of his or her freedom of expression.
- (2) A person's freedom of expression includes freedom to hold opinions without interference, freedom to receive information and ideas without interference, freedom to disseminate information and ideas without interference (whether to the public generally or to any person or class of persons) and freedom from interference with his or her correspondence or other means of communication.
- (3) Nothing contained in law or done under its authority shall be held to contravene this section to the extent that it is reasonably justified in a democratic society -
  - (a) in the interest of defence, public safety, public order, public morality or public health;
  - (b) for the purpose of protecting the reputation, rights and freedoms of other persons, or the private lives of persons concerned in legal proceedings or proceedings before statutory tribunals, preventing the disclosure of information received in confidence, maintaining the authority and independence of the courts, or regulating telecommunications, posts, broadcasting or public shows; or
  - (c) that it imposes restrictions on public officers that are reasonably required for the proper performance of their functions.
- (4) For the purposes of subsection (3), "law" in subsection 3 includes directions in writing regarding the conduct of public officers generally or any class of public officer issued by the Government of the Virgin Islands.

**Section 24 (Protection of Freedom of Assembly and Association)** of the Constitution provides relevantly as follows:

- (1) No person shall be hindered in the enjoyment of his or her freedom of peaceful assembly and association.
- (2) The freedom of peaceful assembly and association includes the right to assemble freely and associate with other persons and, in particular, to form or belong to political parties or trade unions or other lawful associations for the promotion of his or her interest.
- (3) Nothing contained in law or done under its authority shall be held to contravene this section to the extent that it is reasonably justified in a democratic society -
  - (a) in the interest of defence, public safety, public order, public morality or public health;
  - (b) for the purpose of protecting the reputation, rights and freedoms of other persons, or
  - (c) that it imposes restrictions on public officers that are reasonably required for the proper performance of their functions.



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**OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 06 OF 2018**

**FROM:** Deputy Governor

**TO:** Attorney General  
Financial Secretary  
Cabinet Secretary  
Permanent Secretaries  
Heads of Department  
All Public Officers

**DATE:** 6<sup>th</sup> September, 2018

**SUBJECT:** One Year Anniversary of Hurricane Irma  
Service of Thanksgiving, Reflection and Restoration

Good day, today marks a very important day in the history of the Virgin Islands. It has been one year since our lives were significantly affected following the passing of Hurricane Irma.

On this background, the Government of the Virgin Islands will host a commemorative service on the occasion of the "First Anniversary of Hurricane Irma" today, Thursday, 6th September at the Central Administration Complex at 4:00 p.m. under the theme 'Service of Thanksgiving, Reflection and Restoration'. The event will be commemorated through a series of reflections including songs, dances and remarks.

To allow public officers to attend this momentous event, Government offices, except for essential services will close at 3:45 p.m. Each office is asked to maintain front level staff to provide assistance to clients who may come to the office during the balance of the workday.

I urge and encourage each public officer to attend and participate in this event as we take time to give thanks and reflect on the significance of this day. I use this opportunity today to also thank you for the work you have done in helping the Public Service and the Territory to recover, rebuild and develop.

I look forward to your attendance. Thank you.

David D. Archer, Jr.  
Deputy Governor

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**OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 07 OF 2018**

**FROM:** Deputy Governor

**TO:** All Public Officers

**DATE:** 26<sup>th</sup> September, 2018

**SUBJECT:** PUBLIC SERVICE ENGAGEMENT SURVEY STARTS 1ST OCTOBER 2018

Good day public officers, for the first time ever, our Public Service will be participating in the 10<sup>th</sup> Annual Public Service Engagement Survey which will run online from 1<sup>st</sup> – 31<sup>st</sup> October, 2018. The Public Service Engagement Survey gives officers an opportunity to anonymously have their voices heard and views captured about the present and future state of the Public Service. It demonstrates the value placed on the opinions of officers and the desire to hear experiences and visions of change for our sector.

It is imperative that officers throughout the entire Service understand the importance of this survey and know that your opinions, voices and thoughts will help to shape the future state of the Public Service. I believe that this is an opportune time to obtain insight and information that will guide us as we transform the Public Service and restore the Territory.

The BVI has been granted a unique opportunity to customize a few questions specific to our Public Service Transformation work, use of technology and structure. The outcomes will be used to inform policies, prompt action and empower each officer to be an energetic partner to enhance the Service as an employer and service provider. This survey is coordinated by the Employee Engagement Programme Team in the Cabinet Office at the Headquarters of the UK Civil Service.

The success of this initiative relies heavily on us as officers, regardless of our grade or position. Please make certain that you are fully informed. Your department head should provide sufficient time for you to complete the survey.

The Department of Human Resources (DHR) will have oversight of the administration of the survey, however, it will not have administrative access to the e-site which is hosted and managed externally. The DHR has established an engagement survey team and will be reaching out to aid in maximizing participation. Greater involvement at all levels will reflect a larger cross-section of officers to arrive at more useful results.

Thank you in advance for your interest and commitment to make the Public Service Engagement Survey 2018 a great success as we work towards an amazing Public Service. If you have any questions or require special assistance with your staff participation, please contact Mrs. Noreen Callwood-Lewis, Employee Relations Manager at the Department of Human Resources at (284) 440-3026 or (284) 468-2178.



David D. Archer, Jr.  
Deputy Governor

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## OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 08 OF 2018

**FROM:** Deputy Governor

**TO:** Attorney General  
Financial Secretary  
Cabinet Secretary  
Permanent Secretaries  
Heads of Department  
All Public Officers

**DATE:** 24<sup>th</sup> October, 2018

**SUBJECT:** Public Service Customer Service Virtual Mailbox

Good day hardworking Public Officers, on 12<sup>th</sup> June, 2018, I invited you to provide feedback on an initiative being introduced titled the Public Service Customer Service Virtual Mailbox. You were invited to share your thoughts on the overall concept, improvements (if any) and what you liked or did not like about the programme. Thank you for your positive and candid feedback.

As we work together towards transforming the Public Service, the importance of ensuring we provide an exceptional customer service experience to each client we serve must be addressed. As a result and based on your feedback, the Public Service Customer Service Virtual Mailbox will be launched on 12<sup>th</sup> November, 2018.

The Public Service Customer Service Virtual Mailbox which focuses on exceptional performance recognition will be implemented initially in nine customer-facing departments: Motor Vehicles, Labour, Immigration, HM Customs, Youth Affairs and Sports, Water and Sewerage, Social Development, Trade, Investment Promotion and Consumer Affairs and the Civil Registry and Passport Office. The pilot programme will run for a period of 4-6 months, after which, the programme will be reviewed for further implementation throughout the entire Public Service.

Meetings with the pilot departments will conclude this week. A meeting for Senior Managers to provide details on the programme took place on 5<sup>th</sup> October, while a special meeting for all Heads of Departments will take place on 2<sup>nd</sup> November, 2018. Additionally, leading up to the launch you will receive additional promotional material on the programme.

It is my belief that the Virtual Mailbox is the Public Service's answer to recognising exceptional customer service performing employees. At a time like this, especially following the storms, we must find a way by which we can recognise persons who are going far and beyond the cause in how they serve the public. Primarily, this programme is designed to answer the question of "How did I serve you?"

The Virtual Mailbox will also allow clients the ability to make a complaint, if for some reason, they have not been served well. This presents opportunities to help public officers improve their customer service through training, coaching or even exposure to Employee Relations Support if there are work related or personal factors affecting the customer service of the employee.

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This programme, is about recognition, developing and promoting a public service culture of excellent service. Members of the public will be invited to complete the short electronic feedback form upon completion of their service at the location or online in their own time. Public officers receiving five or more commendations will be entered into an exclusive 'Star Membership Club' which advances from Bronze, Silver, and Gold status to an Elite status when achieving more than 30 commendations. The goal is for public officers to receive Elite membership. You can review the enclosed brochure at your convenience to gain a better understanding of the programme.

I am of the firm belief, that we have some of the brightest minds and the most amazing public officers in the world that can, will and actually serve the public well. The Virtual Customer Service Mailbox recognises that effort, especially in the current climate as we transform the Public Service.

The Public Service Customer Service Virtual Mailbox provides a source of transparency and accountability in the area of customer service, as the Public Service transforms to attain 'World Class-Public Service Excellence'. Thank you for allowing me to keep you engaged on how we intend to transform the Public Service; I am motivated by our partnership.

If you have comments or questions, please email me directly at [DArcher@gov.vg](mailto:DArcher@gov.vg) and let us continue to transform together.



David D. Archer, Jr.  
Deputy Governor

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OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 09 OF 2018

**FROM:** Deputy Governor

**TO:** Attorney General  
Financial Secretary  
Cabinet Secretary  
Permanent Secretaries  
Heads of Departments  
All Public Officers

**DATE:** 17<sup>th</sup> December, 2018

**SUBJECT:** 2018 CHRISTMAS HOLIDAY SCHEDULE

As we approach the end of another year, I pause to thank public officers for their extraordinary service and invaluable commitment for the 2018 work year and to give notice of the following hours of work for public officers during the holiday season:

- a. Monday, 24<sup>th</sup> December, 2018  
Government offices will be closed at 1:00 p.m. and public officers may leave at that time.
- b. Tuesday, 25<sup>th</sup> December, 2018  
Government offices will be closed in observance of Christmas Day, a public holiday.
- c. Wednesday, 26<sup>th</sup> December, 2018  
Government offices will be closed in observance of Boxing Day, a public holiday.
- d. Monday, 31<sup>st</sup> December, 2018  
Government offices will be closed at 1:00 p.m. and public officers may leave at that time.
- e. Tuesday, 1<sup>st</sup> January, 2019  
Government offices will be closed in observance of New Year's Day, a public holiday.


Departments that provide direct services to the public should take steps to advise the public accordingly. The usual exceptions apply for essential services, and those services with required operating hours as regulated by law, such as the Post Office and Registries.

It is important to note the following in particular:

- a. Essential services staff who cannot be released at 1:00 p.m. on Monday, 24<sup>th</sup> December, 2018 may be awarded equivalent time off on another day on or before Thursday, 31<sup>st</sup> December, 2018.
- b. Essential services staff who cannot be released at 1:00 p.m. on Monday, 31<sup>st</sup> December, 2018 may be awarded equivalent time off on another day on or before Friday, 4<sup>th</sup> January, 2019.
- c. The two half days on the 24<sup>th</sup> and 31<sup>st</sup> December, are granted to officers who are at work on those days only and do not extend to officers on leave on those days.
- d. Officers and services that are normally open to the public after regular office hours, and on weekends or holidays, will, of course, maintain such services with sufficient staff.

I extend warm wishes to you for a safe and happy Holiday Season and a bright, prosperous New Year when it comes. Thank you for being resilient, committed and a source of inspiration as you maintained your steadfastness of being public officers in 2018.

I am proud of you!



David D. Archer, Jr.  
Deputy Governor

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OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 01 OF 2019

**FROM:** Deputy Governor

**TO:** Attorney General  
Financial Secretary  
Cabinet Secretary  
Permanent Secretaries  
Heads of Department  
All Public Officers

**DATE:** 9<sup>th</sup> January, 2019

**SUBJECT:** ELECTION GUIDANCE NOTES FOR PUBLIC OFFICERS

Good day public officers,

Following the Governor's statement on 15<sup>th</sup> November, 2018, General Elections will take place by 16<sup>th</sup> April 2019.

As a result, it is important that the Public Service is seen as being apolitical and non-partisan during this period. The attached Guidance Notes are presented as a guide on how public officers should conduct themselves during an Election period.

Should you have questions or concerns regarding the Guidance Notes, please email me directly at [DArcher@gov.vg](mailto:DArcher@gov.vg), and I will provide an appropriate response. Additionally, a Question and Answer opportunity will be facilitated in the upcoming weeks to provide further clarification of the Guidance Notes.



David D. Archer, Jr.  
Deputy Governor

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Att.

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OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 02 OF 2019

**FROM:** Deputy Governor

**TO:** Attorney General  
Financial Secretary  
Cabinet Secretary  
Permanent Secretaries  
Heads of Department  
All Public Officers

**DATE:** 21<sup>st</sup> February, 2019

**SUBJECT:** GENERAL ELECTIONS 2019

Monday, 25<sup>th</sup> February, 2019 has been appointed as Polling Day for the 2019 General Elections. The Polls will open at 6:00 a.m. until 6:00 p.m.

You are reminded that in accordance with Section 65 (1) of the Elections Act, 1994, "Every employer shall on polling day, allow to every voter in his employ a reasonable period for voting, and no employer shall make any deduction from the pay or other remuneration of any such voter or impose upon or exact from him any penalty by reason of his absence during such period."

Section 65 (2) continues, "Any employer who, directly or indirectly, refuses, or by intimidation, undue influence, or in any other way, interferes with the granting to any voter in his employ, of such period for voting, as in this section provided, shall be guilty of an offence and liable on summary conviction to a fine of five hundred dollars and to imprisonment for six months."

Public officers who are registered voters must be given up to two (2) hours to vote on Polling Day. Each office is asked to prepare a schedule to ensure that services are not disrupted during the day.

Permanent Secretaries and Heads of Departments are asked to take note and arrange the release of public officers who have been appointed as Returning Officers and Elections Officers for Polling Day on Monday, 25<sup>th</sup> February, 2019.



David D. Archer, Jr.  
Deputy Governor

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# Deputy Governor's 2nd Year In Office Report



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GOVERNMENT OF THE  
**VIRGIN ISLANDS**

3/1/2020

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## List of Acronyms

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British Virgin Islands	BVI
Central Statistics Office	CSO
Deputy Governor	DG
Deputy Governor's Office	DGO
Deputy Permanent Secretary	DPS
Financial Secretary	FS
Her Majesty's Government, United Kingdom	HMG
His Excellency the Governor	Governor
Governor's Group	GG
Government of the British Virgin Islands	GBVI
Ministry of Transportation, Works, and Utilities	MTWU
Ministry of Education, Culture, Youth Affairs, Fisheries, and Agriculture	MECYAFA
Ministry of Finance	MoF
Ministry of Health and Social Development	MHSD
Ministry of Natural Resources, Labour and Immigration	MNRLI
Premier's Office	PO
Permanent Secretary	PS
Senior Management Team	SMT



## Foreword

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David D. Archer, Jr.  
Deputy Governor

Dear Reader:

This report aims to apprise you of the most salient undertakings during my 2<sup>nd</sup> Year-in-Office in the role as Deputy Governor. My early calendar begins in March to coincide with my appointment in March, 2018. I will provide insight on various areas of accomplishments completed by this Office in an effort to demonstrate transparency, accountability, impartiality, openness, and overall fairness; all of which are key characteristics of good governance and a transformed Public Service.

The Public Service continues to serve as the mechanism to aid in the continued development of the Territory with our focus being:

*To create a World Class Public Service that is respected,  
trusted and efficient with people at the centre of all we do!*

The Public Service Transformation Programme remains the focus of this Office. To realise the vision, all Ministries and Departments have developed Ministerial Transformation Plans and we are working in clear partnership to ensure the success of the Programme and developed projects. The Ministerial Plans were deliberately designed to include innovative projects that support the wider National Government vision, and not simply the vision to be a 'World-class Public Service'. The Public Service is critical to taking the Territory forward and ensuring that we deliver a BVI that is stronger, smarter, greener and better, in short, 'An Amazing BVI'.

I encourage you to peruse this 2<sup>nd</sup> Year in Office report at your leisure. I am available to answer any questions you may have and can be contacted via email at [DArcher@gov.vg](mailto:DArcher@gov.vg). Thank you for your attention and continued support.

David D. Archer, Jr.

Deputy Governor

Deputy Governor's Report | 2<sup>nd</sup> Year in Office  
March 2020

## Introduction

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This report is not intended to be an annual report on the work of the Deputy Governor's Office but rather the work of the Deputy Governor acting in accordance with Section 38 of the Virgin Islands Constitution Order. This report will expose areas of the role of the Deputy Governor not normally produced for the knowledge of the public but in the spirit of the future state of the Public Service where the right to certain information can be requested as part of a framework that will support freedom of information.

One of the primary roles of the Deputy Governor is to support the Governor through the devolved responsibility for the management and the development of the Public service. The Deputy Governor is also responsible for managing the performance of the Permanent Secretaries, ensuring that they fulfil the mandate of the Government of the Virgin Islands through successfully delivering their ministries' programmes.

To realise the overall vision of the Government and separately, the Public Service as an organisation, all Ministries and Departments must work in clear partnership with our clients being the focus of our business.

## Public Service Transformation

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The Public Service Transformation Programme will support our vision to become a "World Class Public Service that is respected, trusted and efficient, with people at the centre of all we do". This will be achieved through three broad strategies which are:

1. **Leading Globally in Service Delivery** – The delivery of services efficiently and effectively to both our internal and external customers. To achieve this, we will benchmark ourselves against other world-class public service organisations using the International Civil Service Effectiveness (InCISE) Index.

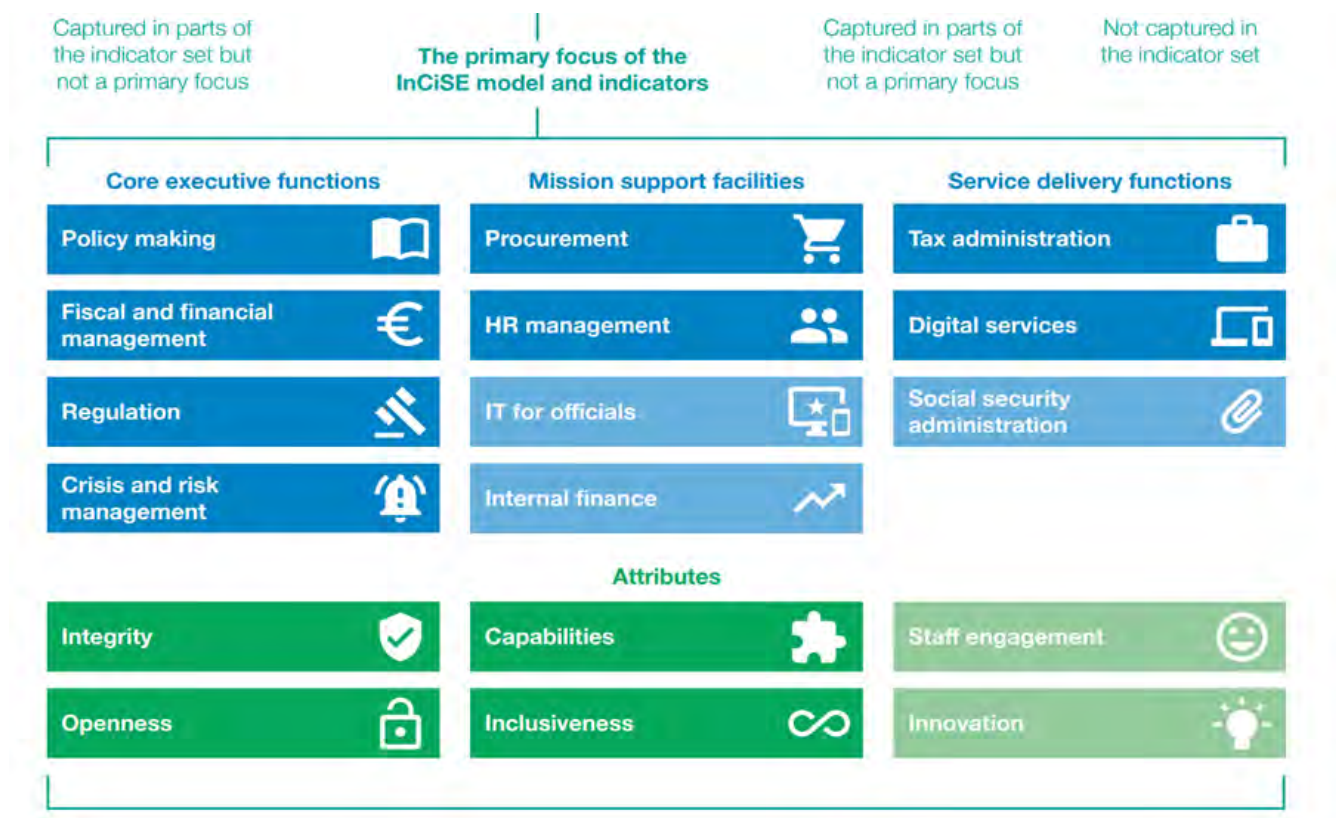


Figure 1 - International Civil Service Effective (InCiSE) Index

2. **Becoming Skilled and Adaptable Leaders and Employees** – Creating leaders and employees who can meet the challenges of, what is now referred to as a VUCA World (Volatile, Uncertain, Complex and Ambiguous).
3. **Becoming Agile, Lean, Digital and Green** – Traditional Public Service operation focuses on face-to-face service delivery, however, in a technologically drive world, the focus is on services and products. This strategy is about using world-class methodologies for the development of products and services through digitisation. Additionally, the BVI's vision to be a world-class Public Service organisation must include being a 'green leader', given the desire of the British Virgin Islands to benefit from land and sea while preserving the BVI's natural beauty.



A promotional video was created to outline what can be expected from the Public Service Transformation Programme as the organisation transforms. The video can be viewed from the following link:

<https://www.youtube.com/watch?v=HFohzZfE0nE&t=33s>

One of the critical components to the successful delivery of the Public Service Transformation Programme is to help people understand what transformation actually is, especially given the departure from the previous approach of public administration and reform. It is critical to paint a picture of what a transformed Public Service will look and feel like beyond the identified vision.

A transformed Public Service will demonstrate the following behaviours:

- ✓ Finding ways to do things differently and efficiently;
- ✓ Being ambitious, always wanting to be better;
- ✓ Preserving our environment and our culture;
- ✓ One BVI working towards one agenda for the benefit of all, and;
- ✓ Taking action

The Public Service Transformation Framework (Appendix A) provides guidance to all relevant stakeholders for the overall transformation process within the Public Service to date. The Technical Model at Figure 1 below communicates how the Public Service Transformation Programme will be executed



*Figure 2 – Public Service Transformation Model*

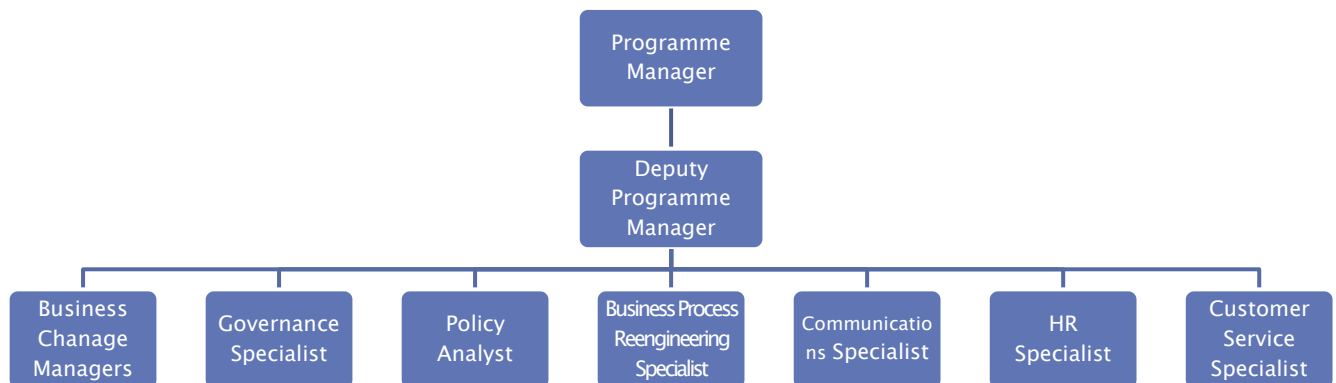
# VIRGIN ISLANDS PUBLIC SERVICE TRANSFORMATION MODEL



Figure 3 – Public Service Transformation Model Framework (Technician's Version)

To assist in developing the programme, a small team of both internal and external experts was created and headed by an external consultant who serves as Lead Advisor and Programme Manager, Mrs. Felicia Linch. Currently, the development of a full-time Public Service Transformation Programme Unit is being undertaken to ensure continuity of the programme at the conclusion of the Lead Advisor/Programme Manager's contract. It is expected that each ministry will be responsible for implementing their Ministry Transformation Plans supported by the Public Service Transformation Programme Team.

It is envisaged that the permanent Public Service Transformation Programme Unit will consist of:



- Programme Manager
- Deputy Programme Manager
- Business Change Managers
- Specialist Leads/Experts who progress the work that is core to the outcome of a World-Class Public Service namely
  - ✓ Governance Specialist
  - ✓ Policy Analyst
  - ✓ Business Process Reengineering Specialist
  - ✓ Communications Specialist
  - ✓ Human Resources Management Specialist
  - ✓ Customer Service Improvement Specialist

## Public Service Transformation Projects Achieved To-Date by Ministry

Outlined below are the projects and programmes achieved to date as part of the Public Service Transformation Programme by each Ministry:

### Governor's Group

LEADING GLOBALLY IN SERVICE DELIVERY	DEVELOPING HIGHLY SKILLED & ADAPTABLE LEADERS AND EMPLOYEES	LEAN, AGILE & DIGITAL
<p><i>Customer-focused Organisation</i></p> <ul style="list-style-type: none"> <li>✓ Customisation of Public Service behaviours for Public Service Standards in alignment with the Territory's Customer Service Standards developed in partnership with BVI Tourist Board &amp; Disney</li> <li>✓ Developed orientation toolkit for Public Service Standards and delivered to 1st cohort of Leadership Development Programme</li> <li>✓ Completed development and implementation of new Health &amp; Safety Policy</li> <li>✓ Completed implementation of Virtual Customer Service Mailbox Initiative</li> <li>✓ Completed awareness sessions, configuration and installation of Customer Service Touch Terminals</li> <li>✓ Completed development and implementation of the Public Service Star Membership Club</li> <li>✓ Developed in collaboration with DoIT the Public Service</li> <li>✓ Transformation Programme microsite to provide information on progress of the Programme</li> </ul>	<p><i>High Performance Culture</i></p> <ul style="list-style-type: none"> <li>✓ Conducted first Employee Engagement Survey using U.K. Civil Service Tool</li> <li>✓ Completed development of new Leadership programme in collaboration with GPI</li> <li>✓ Completed development and implementing training needs analysis across Government (Skills profile)</li> </ul>	<p><i>Digitisation</i></p> <ul style="list-style-type: none"> <li>✓ Commenced implementation of HR component of JD Edwards Upgrade</li> <li>✓ Cabinet Office completed implementation of EXCOTRAC</li> <li>✓ Reviewed options for development and implementation of PSCTrac and Recruitment software</li> </ul>
<p><i>Good Governance</i></p> <ul style="list-style-type: none"> <li>✓ Completed drafts of: <ul style="list-style-type: none"> <li>○ Public Service Management Bill</li> <li>○ Ministerial Code (in partnership with PO)</li> <li>○ Integrity in Public Life Policy</li> </ul> </li> </ul>	<p><i>Change &amp; Collaboration</i></p> <ul style="list-style-type: none"> <li>✓ Established Public Service Transformation Programme and Team</li> <li>✓ Revitalisation of GBVI Civil Service Association</li> <li>✓ Established Change Champions working</li> </ul>	<p><i>Streamlining Processes</i></p> <ul style="list-style-type: none"> <li>✓ Completed review and concept paper to implement a Business Process Reengineering Centre of Excellence</li> <li>✓ Completed 'as-is' process mapping of recruitment process and reviewed two software</li> </ul>



	<p>group to address internal customer issues from engagement survey &amp; otherwise</p> <ul style="list-style-type: none"> <li>✓ Completed Public Service Transformation launch to Public Officers, including several initiatives to maintain communication</li> <li>✓ Completed development of draft Change Management Tool kit and simple 'How To Guide for Leaders' flyer</li> <li>✓ Completed stand-alone Change Management and Culture Programme</li> <li>✓ Completed Draft Change Management Framework</li> <li>✓ Completed Public Service Transformation Communication Strategy</li> <li>✓ Scoped Compensation Review and gained Cabinet approval to undertake the same</li> </ul>	<p>application options to enhance recruitment</p>
<p><i>Security</i></p> <ul style="list-style-type: none"> <li>✓ Review of Territory's Comprehensive Disaster Management Plan</li> <li>✓ DDM completed Installation of 24 Weather Stations</li> <li>✓ RVIPF took receipt of an deployed 2 Armed Response vehicles (donated by HMG)</li> <li>✓ Reestablishment of the Courts following Hurricanes in 2017Waste Management Strategy</li> <li>✓ Completed Cyber Security review with Dr. Levy and drafted NSC Information Paper</li> <li>✓ Justice Sector Review commenced and Inception Report completed</li> <li>✓ Completed Health and Safety Policy for the Public Service and Health and Safety Orientation and Training</li> </ul>		<p><i>Adaptation &amp; Greening</i></p> <ul style="list-style-type: none"> <li>✓ Commenced scanning of HR Files using DOCOVA</li> <li>✓ DDM implemented Teen Certification Training (ESHS)</li> <li>✓ Completed programme to support schools and private sector in achieving Green Globe and other Green Certifications in collaboration with Ministry of Natural Resources, Labour and Immigration and Ministry of Education, Culture, Youth Affairs, Fisheries and Agriculture</li> </ul>



## Premier's Office

LEADING GLOBALLY IN SERVICE DELIVERY	DEVELOPING HIGHLY SKILLED & ADAPTABLE LEADERS AND EMPLOYEES	LEAN, AGILE, DIGITAL & GREEN
<p><i>Good Governance</i></p> <ul style="list-style-type: none"> <li>✓ Enhancing Premier's Office function of 'Centre of Government', including establishing a Strategic Policy and Planning Unit</li> <li>✓ Creating the legal &amp; regulatory Framework to enable Digital Transformation</li> <li>✓ Aligning policy, planning and budgeting and development monitoring and evaluation processes</li> <li>✓ Strengthening Territory Governance Framework by collaborating with DGO to introduce, for example Whistleblowing, Integrity in Public Life etc.</li> <li>✓ Implement Ministerial Code in partnership with DGO</li> </ul>	<p><i>Improved Performance</i></p> <ul style="list-style-type: none"> <li>✓ Enhance capability in policy and strategic planning and the co-ordination of it</li> <li>✓ Strengthen the ICT/telecommunications function</li> </ul>	<p><i>Digitisation</i></p> <ul style="list-style-type: none"> <li>✓ Develop &amp; implement National ICT Policy &amp; Plan</li> <li>✓ Develop and Implement Universal Platform for E-Government, including payments online</li> <li>✓ Develop Business Case for Digital Transformation</li> </ul>
<p><i>Customer Service</i></p> <ul style="list-style-type: none"> <li>✓ Re-structuring Premiers Office to be 'centre of Government'.</li> <li>✓ Consolidate and strengthen the ICT/Telecommunications function within the PO.</li> </ul>	<p><i>Change and Collaboration</i></p> <ul style="list-style-type: none"> <li>✓ Create a Joint working group (Premier's Office, MoF, HR, PSTP) to train &amp; support policy, planning and budgeting across Government, including co-facilitating ministry planning retreats</li> </ul>	<p><i>Streamlining Processes</i></p> <ul style="list-style-type: none"> <li>✓ Re-engineer and enhance process for Trade Licences</li> </ul>
<p><i>Security</i></p> <ul style="list-style-type: none"> <li>✓ Collaborate with D.G.O. in implementation of Cyber-Security Act</li> </ul>	<p><i>Innovative Thinking and Doing</i></p> <ul style="list-style-type: none"> <li>✓ Leaders to participate in the Leadership development programme that has an innovation component</li> </ul>	<p><i>Adaptation/Greening</i></p> <ul style="list-style-type: none"> <li>✓ Adopting Green practices in the ministry</li> </ul>

## Ministry of Finance

LEADING GLOBALLY IN SERVICE DELIVERY	DEVELOPING HIGHLY SKILLED & ADAPTABLE LEADERS AND EMPLOYEES	AGILE, LEAN, DIGITAL & GREEN
<p><i>Customer Service</i></p> <ul style="list-style-type: none"> <li>✓ Re-structuring especially to ensure the Strategic Policy and Planning Unit is supported by macro-economic policy input.</li> <li>✓ Post office needs an Organisational Review (Business model needs modernising)</li> <li>✓ Introduce Deposit Insurance System</li> </ul>	<p><i>Improved Performance</i></p> <p>Strengthen the following:</p> <ul style="list-style-type: none"> <li>✓ Procurement capability in MoF and across government</li> <li>✓ Project Management capability across government; and review capacity of PCU to build this.</li> <li>✓ DoIT's capacity in project and software product management and BPR.</li> <li>✓ Increase certified accountants across Government (working with HR) – Pilot project</li> </ul>	<p><i>Digitisation</i></p> <ul style="list-style-type: none"> <li>✓ JD Edwards Upgrade</li> <li>✓ DOCOVA scanning project</li> <li>✓ Inland Revenue – Online filing, enhance collections etc.</li> <li>✓ E-payment gateway in conjunction with PO</li> </ul> <p><i>No-longer doing the off-island storage of data</i></p>
<p><i>Good Governance</i></p> <ul style="list-style-type: none"> <li>✓ Implement <ul style="list-style-type: none"> <li>○ PFM Bill and Regulations</li> <li>○ Procurement Bill and Regulations</li> <li>○ Government Negotiation Team (Nov)</li> </ul> </li> <li>✓ Comprehensive Pension Plan (1st quarter)</li> <li>✓ Aligning &amp; streamlining Statutory Agencies</li> <li>✓ Separate Procurement function in PCU</li> </ul>	<p><i>Change and Collaboration</i></p> <ul style="list-style-type: none"> <li>✓ Joint training – Ministry of Finance Macro-Fiscal and Budget teams with Premier's Office new Policy and Planning Unit on the strategic planning and budgeting process</li> <li>✓ PCU to work with PSTP to embed cross-functional working groups and develop tools for the same</li> </ul>	<p><i>Streamlining Processes</i></p> <ul style="list-style-type: none"> <li>✓ Improve linkages between policy &amp; planning (PO) and budgeting</li> <li>✓ Modernise Inland Revenue, including legislation, systems and processes (collections poor)</li> <li>✓ Treasury Processes</li> </ul>
<p><i>Security</i></p> <ul style="list-style-type: none"> <li>✓ Re-structuring to enhance border control (Customs, Immigration, Police and some aspects of conservation. Agriculture re animal imports, etc.)</li> </ul>	<p><i>Innovative Thinking and Doing</i></p> <ul style="list-style-type: none"> <li>✓ Leaders to participate in the Leadership development programme that has an innovation component</li> </ul>	<p><i>Adaptation &amp; Greening</i></p> <ul style="list-style-type: none"> <li>✓ Promote paperless environment</li> </ul>

## Ministry of Transportation, Works and Utilities

LEADING GLOBALLY IN SERVICE DELIVERY	DEVELOPING HIGHLY SKILLED & ADAPTABLE LEADERS AND EMPLOYEES	LEAN, AGILE, DIGITAL & GREEN
<p><i>Customer Service</i></p> <ul style="list-style-type: none"> <li>Ministry Organisational review – to include re-structuring of PWD.</li> <li>Review and phased implementation of Facilities Management Department, including developing a budget</li> <li>Vehicle Pool – Internal Care rental, and vehicle maintenance will be phase 2</li> <li>Refurbishment of the Admin complex</li> </ul> <p><i>No-longer moving forward with making Water and Sewerage a Statutory Agency</i></p>	<p><i>Improved Performance</i></p> <p>Strengthen capability in:</p> <ul style="list-style-type: none"> <li>Project management,</li> <li>Procurement and</li> <li>contracting capability</li> <li>policy development capability</li> <li>Leadership capability</li> </ul>	<p><i>Digitisation</i></p> <ul style="list-style-type: none"> <li>Water and Sewage transitioning to JD Edwards and to move to online payments</li> <li>Take into account digitisation in the refurbishment of Admin complex</li> </ul>
<p><i>Good Governance</i></p> <ul style="list-style-type: none"> <li>Develop appropriate legal and regulatory framework for mass transit.</li> </ul>	<p><i>Change and Collaboration</i></p>	<p><i>Streamlining processes</i></p> <ul style="list-style-type: none"> <li>Review processes for requisitions for maintenance support</li> </ul>
<p><i>Security</i></p> <ul style="list-style-type: none"> <li>Develop a One way system with park and ride for Road Town</li> </ul>	<p><i>Innovative Thinking and Doing</i></p> <ul style="list-style-type: none"> <li>Leaders to participate in the Leadership development programme that has an innovation component</li> </ul>	<p><i>Adaptation &amp; Greening</i></p> <ul style="list-style-type: none"> <li>Incorporate Green building standards into the refurbishment of the Admin complex</li> </ul>

## Ministry of Health and Social Development

LEADING GLOBALLY IN SERVICE DELIVERY	DEVELOPING HIGHLY SKILLED & ADAPTABLE LEADERS AND EMPLOYEES	LEAN, AGILE, DIGITAL & GREEN
<p><i>Customer Service</i></p> <ul style="list-style-type: none"> <li>• Collaborate to improve access to insurance &amp; other financial products for the most vulnerable</li> <li>• Formalise procedures for Humanitarian Cash Transfers</li> <li>• Expand Senior Care (home care and residential services)</li> </ul>	<p><i>Improved Performance</i></p> <ul style="list-style-type: none"> <li>• Licensing and registration of Social Workers by the Allied Health Professionals Council</li> <li>• Food Safety certification and continuous professional development for Environmental Health Officers</li> </ul>	<p><i>Digitisation</i></p> <ul style="list-style-type: none"> <li>• Health Information Management System</li> <li>• Central Beneficiary Registry and Social Protection Information System</li> <li>• Mobile Applications and web-based tools for Communicable Disease surveillance and data-driven Vector Control</li> <li>• Prison Information Management System</li> </ul>
<p><i>Good Governance</i></p> <ul style="list-style-type: none"> <li>• Improve regulatory framework for inclusive housing</li> <li>• Social Protection Policy and legislation (consider the inclusion of unemployment benefits)</li> </ul>	<p><i>Change and Collaboration</i></p>	<p><i>Streamlining processes</i></p> <ul style="list-style-type: none"> <li>• Improve process for Housing Recovery Assistance</li> </ul>
<p><i>Security</i></p> <ul style="list-style-type: none"> <li>• Next Generation 911 Centre</li> <li>• Child Justice Strategy and legislation</li> <li>• Modernized prison infrastructure</li> </ul>	<p><i>Innovative Thinking and Doing</i></p> <ul style="list-style-type: none"> <li>• Leaders to participate in the Leadership development programme that has an innovation component</li> </ul>	<p><i>Adaptation &amp; Greening</i></p> <ul style="list-style-type: none"> <li>• Develop and implement sustainable, integrated Waste Management Strategy (waste reduction, reuse, recycling, sanitary disposal)</li> <li>• Support the MNRLI in customising Green Leadership certification and policies for the Public Service</li> </ul>

## Ministry of Education, Culture, Youth Affairs, Fisheries and Agriculture

LEADING GLOBALLY IN SERVICE DELIVERY	DEVELOPING HIGHLY SKILLED & ADAPTABLE LEADERS AND EMPLOYEES	LEAN, AGILE, DIGITAL & GREEN
<p><i>Customer Service</i></p> <ul style="list-style-type: none"> <li>Review Re-structuring Plan and revise to align with OESC Education sector Strategy &amp; CARICOM HR Strategy. Immediate focus on: <ul style="list-style-type: none"> <li>Culture</li> <li>Youth</li> <li>Agriculture</li> </ul> </li> </ul>	<p><i>Improved Performance</i></p> <ul style="list-style-type: none"> <li>Support National Skills Audit project being led by MNRLI</li> </ul>	<p><i>Digitisation</i></p> <ul style="list-style-type: none"> <li>DOCOVA Scanning project to go paperless</li> <li>Implement additional features of POWERSCHOOL</li> </ul>
<p><i>Good Governance</i></p> <ul style="list-style-type: none"> <li>strengthen Agriculture and fisheries legal &amp; regulatory framework, and</li> <li>Develop a Governance framework for Medical Marijuana</li> <li>Develop a robust &amp; transparent Scholarship Policy</li> </ul>	<p><i>Change Management &amp; Collaboration</i></p> <ul style="list-style-type: none"> <li>Develop senior management team</li> </ul>	<p><i>Streamlining Processes</i></p> <ul style="list-style-type: none"> <li>HR Processes (especially entry into school systems)</li> <li>Scholarships</li> </ul>
<p><i>Security</i></p> <ul style="list-style-type: none"> <li>Implementation of SMART Schools (including Safety in schools)</li> </ul>	<p><i>Innovative thinking and Doing</i></p> <ul style="list-style-type: none"> <li>Leaders to participate in the Leadership development programme that has an innovation component</li> </ul>	<p><i>Adaptation &amp; Greening</i></p> <ul style="list-style-type: none"> <li>Continue implementing Green Leadership certification programme across the schools</li> </ul>

## Ministry of Natural Resources, Labour and Immigration

LEADING GLOBALLY IN SERVICE DELIVERY	DEVELOPING HIGHLY SKILLED & ADAPTABLE LEADERS AND EMPLOYEES	AGILE, LEAN, DIGITAL & GREEN
<i>Customer Service</i> <ul style="list-style-type: none"> <li>Ministry Organisational review – move to a functional structure</li> <li>Modernisation of Labour Department, including focus on workforce development and assisting job seekers.</li> <li>Modernisation of Immigration Department</li> </ul>	<i>Improved Performance</i> <ul style="list-style-type: none"> <li>Lead National Skills Audit project</li> </ul>	<i>Digitisation</i> <ul style="list-style-type: none"> <li>Labour and Immigration work permits project</li> <li>Labour Job Board</li> <li>Develop Labour Information Management System</li> </ul>
<i>Good Governance</i> <ul style="list-style-type: none"> <li>Develop appropriate legal and regulatory framework for natural resources including the Blue Economy</li> <li>Immigration and Naturalisation Information project (combined booklet)</li> </ul>	<i>Change and Collaboration</i> <ul style="list-style-type: none"> <li>Work with PCU and PSTP to establish and train cross-functional working groups for projects</li> </ul>	<i>Streamlining Processes</i> <ul style="list-style-type: none"> <li>Work Permits process</li> <li>Immigration and naturalisation processes (once policy revised)</li> </ul>
<i>Security</i> <ul style="list-style-type: none"> <li>Implementation of the APS Immigration system</li> </ul>	<i>Innovative thinking and doing</i> <ul style="list-style-type: none"> <li>Leaders to participate in the Leadership development programme that has an innovation component</li> </ul>	<i>Adaptation &amp; Greening</i> <ul style="list-style-type: none"> <li>Lead ministry for Greening the Public Service</li> </ul>



### *Microsite*

A microsite, which will sit on the BVI Government's website, has been developed to provide a central location for all information related to the Transformation Programme. Persons will be able to view current information related to Ministry programmes and projects, general information and up to date statistics for our customer service improvement programmes.

## Areas of Focus



Figure 4 – Screenshot from Public Service Transformation Programme Microsite

### *People Development*

In order for the Public Service Transformation Programme to attain success, there must be an aspect that focuses on the development of all people. As such, there are a number of initiatives under the programme that focus on the development of the most important resource of this organisation, the people.

### **Public Service Customer Service Virtual Mailbox**

The Public Service Customer Service Virtual Mailbox was launched on 12<sup>th</sup> November, 2018 and to date, 17 departments are participating in the programme.

The Public Service Customer Service Virtual Mailbox was designed to promote a culture of exceptional customer service by holding public officers accountable for the service we provide to our clients, both internal and external. The programme allows the identification of public officers who provide exceptional service and, where necessary, identify where services can be improved. Overall, the programme was designed to answer the question of "How did I serve you?"

This programme was designed for all public officers but focuses primarily on customer-facing departments and frontline employees who are the primary representation of the Public Service and the main point of contact with clients.

The Virtual Mailbox is a web-based tool which provides information and statistics about customer service experiences throughout the entire Public Service. Upon completion of service, clients are invited to complete the short electronic feedback form via a kiosk stationed in the nine pilot departments.

To date, there have been over 450 submissions made to the Virtual Mailbox and over 95 employees have received commendations. 28 of these employees are eligible for awards for the Star Membership Club.

The information received from clients has been useful in recognising exceptional customer service, identifying areas where sharpening of customer service skills are needed, boosting employee morale and providing a source of transparency and accountability to clients in the area of customer service.

While the programme is focused on exceptional performance recognition, reports of unacceptable customer service experiences have resulted in notification to the employee and department, investigation of infractions, and an identified plan of corrective action.

The graphs below (Figure 5) show Statistics from Virtual Mailbox Dashboard. The data received helps to determine the steps necessary to improvement customer service in the organisation.

Suggestions have been received from the public indicating ways in which the Virtual Mailbox could be reengineered to be more user-friendly. As a result, the Department of Information Technology, who developed the Virtual Mailbox survey, has been asked to redesign the look and feel of the survey.

#### Customer Service Experience provided by Public Officers

This graph shows the level of service provided by public officers as rated by members of the public as being exceptional or unsatisfactory

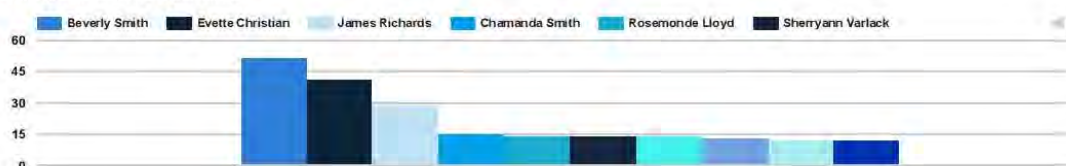


#### Task Completed?



#### Top 10 Public officers

With the most exceptional service experiences



#### # of Satisfactory Commendations by Department

This graph shows the number of satisfactory commendations received from members of the public for each department based on the service provided by public officers in that department



Figure 5 - Statistics from Virtual Mailbox Dashboard

## Public Service Customer Service Touch Terminals



A meeting was conducted with stakeholders from key agencies across the Public Service and Statutory Agencies to demonstrate the Public Service Customer Service Touch Terminals. These free-standing terminals are being utilised by customer-facing officers to collect feedback from users and will provide the opportunity to clients and visitors who have received service from public officers to provide quick feedback about their customer service

experience. Touch Terminals were placed at the arrival lounges of the Terrence B. Lettsome International Airport and the Road Town Ferry Jetty in December 2019.

The feedback is uploaded in real-time to a central online dashboard for analysis. This allows the agencies to understand how their service levels are impacted based on varying factors (time of day, peak season, day of the week, and number of arrivals). Reports are generated monthly to provide insight to agencies on ways to improve their customer service. A significant feature of the Touch Terminals is that data captured will provide a detailed overview of the number of passengers and their response to the service offered from entering the arrival lounge, which will aid in promoting a culture of excellence, collection of quick feedback from clients in high traffic areas and help to better understand how the service is impacted.

The graphs below (Figures 6 – 10) show the data received in December 2019 and February 2020 at both locations (Road Town Jetty – Figures 6 and 8; T. B. Lettsome Airport – Figures 7 and 9).

The data from Road Town Jetty Terminal shows a decrease in unhappy/red faces from 24% to 12% over a period of 2 months. At the T. B. Lettsome Airport, there is also a decrease in unhappy/red faces from 15% to 4%. The data received proves the level of customer service is continually improving since the implementation of the programme.



**Well done!** Your Insights Index has grown by 67.9 points. Keep up the good work!

There are 986 more responses compared with the last period.

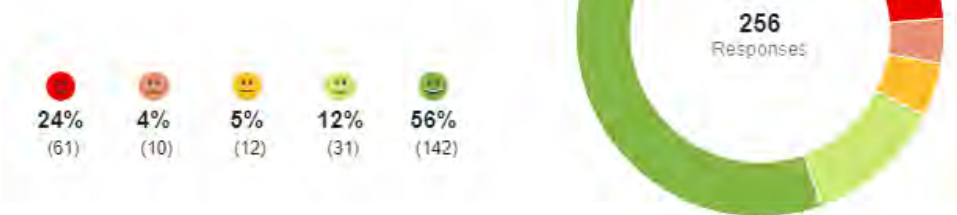


Figure 6 - Feedback for December 2019 at Road Town Jetty

**Well done!** Your Insights Index has grown by 78.0 points. Keep up the good work!

There are 256 more responses compared with the last period.

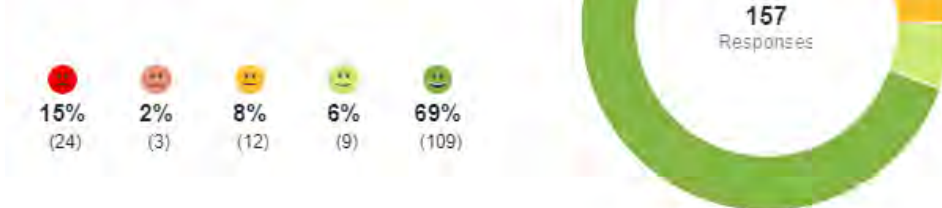


Figure 7 - Feedback for T. B. Lettsome Airport – December 2019

Unfortunately your Insights Index has dropped by 3.6 points. Check the more detailed results for clues on how to improve

There are 738 fewer responses compared with the last period.



Figure 8 - Feedback for Road Town Jetty - February 2020

**Well done!** Your Insights Index has grown by 2.9 points. Keep up the good work!

There are 417 fewer responses compared with the last period.

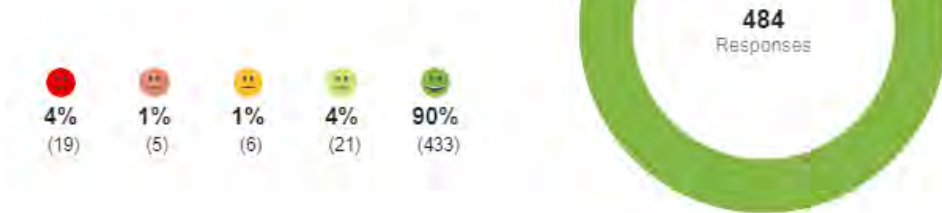


Figure 9 - Feedback for T. B. Lettsome Airport - February 2020

## Customer Service Care Centre

The Customer Service Care Centre is an initiative that was developed to provide the public with an opportunity to identify concerns that need to be addressed by the Government. This initiative will help the public to gain trust and confidence in the Government as their concerns are addressed and progress reports received.

The public will be able to submit concerns relating to damaged pipes, broken signage, potholes, downed trees and electrical lines, power outages, stray animals and other areas of concern that are rectifiable/fixable through services offered by government departments.

Submissions by the public will be made through connecting with a live person, the Government website, Facebook and via Whatsapp. Progress reports will be returned via the same medium the submission was received. Pictures of the concern to be addressed as well as location should be included in the submissions. The progress report will include a photo of the completed/rectified concern to the submitter.

This initiative is being completed in partnership with the Ministry of Transportation, Works and Utilities, BVI Electricity Corporation, Water & Sewage Department, Telephone Services Management Unit and Department of Information Technology. The Deputy Governor's Office will facilitate the establishment of this programme and the partnering agencies will provide the necessary resources and in turn, take ownership of the programme. Monthly reports will be made available through the Public Service Transformation Programme microsite. If you have suggestions regarding the development of this programme, please send your ideas via email to [DArcher@gov.vg](mailto:DArcher@gov.vg).

## Engagement Champions

The Department of Human Resources launched the Public Service Engagement Survey on 1<sup>st</sup> October, 2019. The online survey is based in the United Kingdom and offered throughout the Overseas Territories. This was the BVI's first time participating in this forum. There was a 28% (725 participants) response rate, which while low, can be considered favourable given that this was the first time such an exercise was



undertaken. The Public Service Engagement Survey measures employee engagement and allows public officers to share their views on every aspect of working in the Public Service.



Figure 10 - Engagement Champions

Engagement in this respect refers to “the degree to which employees are passionate about their work and devote themselves to their work. Engaged employees go the extra mile to contribute to the success of your organisation. In short, engagement means that employees work and express themselves in a physical, cognitive and emotional manner.” (<sup>1</sup> <https://www.effectory.com/knowledge/what-is-employee-engagement/>)

The Human Resources Department Employee Relations Unit facilitated the organisation of a group to act as **Engagement Champions**. The group consists of public officers who have been tasked with increasing engagement in the Public Service. Their mandate is to address the areas that require improvement through discussions with public officers to determine the best course of action. The Engagement Champions are supported by the

Based on the survey results, the top 4 areas will be addressed by the Engagement Champions, they are Teamwork, Learning and Development, Leadership and Communication.

## Circulars

As the delegated Head of the Public Service, the Deputy Governor uses circulars to inform public officers of policy or legislation matters affecting the Public Service. The Deputy Governor is responsible for relating to the Public Service matters of new policy decisions and updates affecting the working lives of each public officer. Copies of the 8 circulars issued from May 2019 to March 2020 are included in *Appendix B*.

Date	Circular No.	Topic
29-May-19	3 of 2019	National Service of Thanksgiving, Prayer And Praise
27-Aug-19	5 of 2019	Preparation For The Approach Of Tropical Storm Dorian
9-Sep-19	6 of 2019	Malfunction Of Air Condition System At The Central Administration Complex
10-Nov-19	7 of 2019	2019 Remembrance Day Service
9-Dec-19	8 of 2019	Participation Of Heads Of Departments And Public Officers In The Procession And State Funeral For Honourable Ralph T. O'Neal, OBE Member Emeritus
13-Dec-19	9 of 2019	2019 Christmas Holiday Schedule
5-Mar-20	1 of 2020	Interim Public Service Travel Policy In Response To The 2019 Novel Coronavirus
5-Mar-20	2 of 2020	Workplace Guidelines For 2019 Novel Coronavirus (Covid-19)

## Monthly Messages

*To engage, inform and keep the Public Service involved, monthly messages are issued.*

To ensure information is relayed to public officers and the public about what is happening in the Deputy Governor's Office and throughout the Public Service, monthly messages are issued. Each message focuses on a different topic but relays important information about the Public Service. The table below shows the title

Month	Written /Video	Title
<b>March</b>	Video	One Professional, Three Approaches Towards Success ( <a href="https://www.facebook.com/DeputyGovernorBVI/videos/273786176902641/">https://www.facebook.com/DeputyGovernorBVI/videos/273786176902641/</a> )
<b>May</b>	Video	One Idea Can Make A Difference <a href="https://www.facebook.com/DeputyGovernorBVI/videos/pcb.2339453436091406/1019138771612847/?type=3&amp;theater">https://www.facebook.com/DeputyGovernorBVI/videos/pcb.2339453436091406/1019138771612847/?type=3&amp;theater</a>
<b>August</b>	Video	Emancipation Festival Message <a href="https://www.facebook.com/DeputyGovernorBVI/videos/334294710779741/">https://www.facebook.com/DeputyGovernorBVI/videos/334294710779741/</a>
<b>September</b>	Video	A Message from the Deputy Governor and the Employee Assistance Programme – You Are Not Alone (Post Hurricane Support) <a href="https://www.facebook.com/BVIGovernment/videos/3242246125800721">https://www.facebook.com/BVIGovernment/videos/3242246125800721</a>
<b>October</b>	Audio	Moulding the Future Leaders of the Territory <a href="https://www.facebook.com/BVIGovernment/videos/397170614557155">https://www.facebook.com/BVIGovernment/videos/397170614557155</a>
<b>November</b>	Video	25 <sup>th</sup> Anniversary Celebration of BVI Culture Week <a href="https://www.facebook.com/DeputyGovernorBVI/videos/vb.1754340547936034/573235990149971/?type=2&amp;theater">https://www.facebook.com/DeputyGovernorBVI/videos/vb.1754340547936034/573235990149971/?type=2&amp;theater</a>
<b>December</b>	Video	Christmas Message from the Deputy Governor <a href="https://www.facebook.com/DeputyGovernorBVI/videos/vb.1754340547936034/959275291123381/?type=2&amp;theater">https://www.facebook.com/DeputyGovernorBVI/videos/vb.1754340547936034/959275291123381/?type=2&amp;theater</a>
<b>January 2020</b>	Video	Year-end/New Year Message <a href="https://www.youtube.com/watch?v=nZv8mao2AWE&amp;fbclid=IwAR2zizZ9Mqf_fPshV787zA9xJOSWA4unTNcEQb8ZqBCW1nSgk43r04cKepl">https://www.youtube.com/watch?v=nZv8mao2AWE&amp;fbclid=IwAR2zizZ9Mqf_fPshV787zA9xJOSWA4unTNcEQb8ZqBCW1nSgk43r04cKepl</a>
<b>March 2020</b>	Video	Homage to National Heroes <a href="https://www.facebook.com/DeputyGovernorBVI/videos/602105810342189/">https://www.facebook.com/DeputyGovernorBVI/videos/602105810342189/</a>

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## Local Meetings and Conferences

*To keep abreast of regional and international best practices, the Deputy Governor attends meetings, some of which are mandatory in the role. Various local meetings are hosted and attended to address the business of the Public Service. Senior Managers Meetings*

To ensure the Public Service is functioning in a manner that promotes productivity, partnerships and the value of integrity in public life, monthly meetings are held on the first Friday of each month with the Senior Management Team of the Public Service. The Deputy Governor serves as the reporting head to all Senior Managers. The Senior Management Team is comprised of the Financial Secretary, all Permanent Secretaries, Cabinet Secretary and the Director of Human Resources.

Outlined below are the main areas of focus discussed at each of the monthly meetings held from March 2019 to March 2020.

### Agenda - 29 March 2019

- The Year Ahead
- Budget 2019 Update
- Ministerial Portfolios
- PSTP Update

### Agenda - 21 June 2019

- Digital Transformation Business Case Development Workshop for Senior Managers

### Agenda - August 2019

- Individual Ministerial Handover Meetings were conducted to assist with the transition of the Permanent Secretaries.

### Agenda - 17 May 2019

- Draft Procurement Bill
- Immigration Online Portal
- Digital Transformation update
- Update on Economic Substance
- Disaster PREPAREDNESS
- 2019 Public Service Week
- Office Accommodations for Government Offices
- Update on the Readiness of Marine Hurricane Shelters
- Preparation for the 2019 Hurricane Season
- The Way Forward for Ministerial Strategic Planning and Envisioning
- Skills Profile - Talent Management Strategy
- PST Team Membership



Figure 11 – Senior Management Team Meeting with Permanent Secretaries appointed in September 2019

Following the new assignments of Permanent Secretaries, senior managers within the Public Service met to share their collective vision and to recommit to advancing the mandate of government. The meeting was held to allow for formal introductions and to permit new and returning senior managers alike to cast their vision for a world class public service while recommitting to their roles and responsibilities in executing the mandate of government. The Senior Managers are:

- Financial Secretary, Mr. Glenroy Forbes
- Permanent Secretary, Ministry of Education, Culture, Youth Affairs, Fisheries and Agriculture, Mrs. Carolyn Stoutt Igwe
- Permanent Secretary, Ministry of Health and Social Development, Mrs. Petrona Davies
- Permanent Secretary, Ministry of Natural Resources, Labour and Immigration, Dr. Marcia Potter
- Permanent Secretary, Ministry of Transportation, Works and Utilities, Mr. Ronald Smith-Berkeley
- Ag. Permanent Secretary, Deputy Governor's Office, Mrs. Sharleen Dabreo-Lettsome
- Ag. Permanent Secretary, Premier's Office, Mr. Kedrick Malone (September 2019 – March 2020)

- Ag. Permanent Secretary, Premier's Office, Dr. Carolyn O'Neal-Morton (March 2020 – Current)
- Cabinet Secretary, Ms. Sandra Ward
- Director of Human Resources, Mrs. Michelle Donovan-Stevens

#### Agenda - September 2019

- Health and safety with particular attention to refurbishment of the Central Admin Complex
- Staffing capacity and capabilities
- Pension reform
- Enactment of the Public Service Act and other good governance policies
- Development of a talent management programme
- A review of the compensation packages for the public service;
- Implementation of the Public Service Transformation Plan

#### Agenda - October 2019

- Presentation of PST Model
- PST Ministerial Plans
- Ministerial Updates

#### Agenda - November 2019

- Ministerial One-on-One Meetings to discuss and plot the way forward for the Ministers and their newly appointed Permanent Secretaries with the outlined Agenda:
- Ministerial Updates - (Budget, Staffing, Resources, Activities etc.)
- Transformation Plans (Review of your final plan)
- Performance Management - Performance Measures/Evaluation
- Strategic Planning (A review of your plan)
- Any other business



#### January 2020

- Draft Procurement Bill
- Immigration Online Portal
- Digital Transformation update
- Update on Economic Substance
- 2020 Vision and Priorities for the Public Service and Governor's Group
- Government's Priorities for 2020 (aligned with the 2020 Legislative Agenda)
- 2020 Ministerial Vision and Priorities

#### Agenda - March 2020

- Update on 2019 Novel Coronavirus
- Performance Management
- Strategic Planning
- Public Service Transformation Updates
- Ministerial Updates

At the beginning of the New Year, it was necessary to prioritise the needs of the Public Service and the Government of the Virgin Islands. To aid in these discussions and determination of the 2020 Priorities, His Excellency the Governor, the Honourable Premier and the Ministers joined the January Senior Managers' Meeting. All Deputy Secretaries and Finance and Planning Officers in each ministry were asked to be in attendance as their role in the success of the work in the ministries is essential.

January  
2020

- Draft Procurement Bill
- Immigration Online Portal
- Digital Transformation update
- Update on Economic Substance
- 2020 Vision and Priorities for the Public Service and Governor's Group
- Government's Priorities for 2020 (aligned with the 2020 Legislative Agenda)
- 2020 Ministerial Vision and Priorities

March  
2020

- Update on 2019 Novel Coronavirus
- Performance Management
- Strategic Planning
- Public Service Transformation Updates
- Ministerial Updates

### *Heads of Departments (HOD) Meetings*

Heads of Departments meeting are held by the Deputy Governor to keep the Public Service informed of matters affecting Heads and their departments. The interactive sessions also serves as a period of camaraderie for Heads. Attendees at Heads of Departments meetings include senior managers, and heads of all departments, units and divisions. A total of three (3) Heads of Departments meetings were conducted. These meetings are usually held quarterly. Topics during these meetings included:

### *June 2019*

During the June meeting, the newly elected Ministers of Government were introduced to the meeting's attendees by the Senior Managers in their Ministries. The Junior

Ministers were introduced by the Deputy Secretaries in the Premier's Office. This meeting also served as a Pinning Ceremony for the Public Service Star Membership Club where the recipients heard congratulatory remarks from the Acting Governor.



Figure 12 – Ministers of Government in attendance at Heads of Departments Meeting

### *September 2019*

The September meeting served as formal introductions to the newly reassigned to Permanent Secretaries for the Government of the Virgin Islands. In addition, Premier Honourable Andrew A. Fahie presented the programme *1,000 Jobs in 1,000 Days*. Heads of Statutory Agencies were also invited to attend this meeting.

- Introduction of Permanent Secretaries
- Introduction of 1,000 Jobs in 1,000 Days
- HR Updates

### *March 2020*

The March 2020 meeting outlined the 2020 Ministerial Vision and Priorities for the Public Service and the Government of the Virgin Islands.

Welcome and Opening Remarks	• <i>Deputy Governor, Mr. David D. Archer, Jr.</i>
Opening Prayer	• <i>Permanent Secretary, MTWU Mr. Ronald Smith-Berkeley</i>
Update on COVID-19	• <i>Permanent Secretary, MHSD Mrs. Petrona Davies</i>
Introduction of Public Service Eyes	• <i>Personal Assistant, Ms. Abbarah Brown</i>
2020 Ministerial Vision and Priorities	• <i>Senior Managers</i>
Public Service Transformation Update	• <i>Programme Manager, Mrs. Felicia Lynch</i>
Human Resources Updates	• <i>Director of Human Resources, Mrs. Michelle Donovan-Stevens</i>

### *Financial Investigation Agency Meetings*

The Deputy Governor serves as Chairman of the Board for the Financial Investigation Agency. “The purpose of the Agency is to be a specialist investigative law enforcement arm of the Government of the British Virgin Islands in relation to the Territory’s position as an International Offshore Financial Centre. This position requires the Territory to actively fight against money laundering and the financing of terrorist activity as well as the growing trends towards international financial industry related crimes.” (¹ <https://www.fiabvi.vg/About-Us/Our-Purpose>)

Regularly scheduled Board Meetings are held quarterly to discuss matters relating to the Agency; 7 scheduled Board Meetings were conducted. Other special and urgent meeting were conducted to discuss and address critical staffing, budget and financial matters. The new Acting Interim Director reported to duty on 1<sup>st</sup> November 2019 and was introduced to the staff at the Agency while being accompanied by the Board Chairman to ensure a smooth transition.

### *Additional Meetings*

1. **Sister Island Coordination Committee Meeting** are held quarterly to discuss matters related to the Sister Islands including providing updates on outstanding matters and formulating action plans to correct matters that require attention. Attendees at this meeting are the Sister Island Coordinator, the District Officers, the Financial Secretary and all Permanent Secretaries.
2. **Biweekly Meetings** are held with Permanent Secretary (PS), Deputy Governor's Office to discuss matters related to the departments within our ministry. Biweekly Meetings are also held with the Permanent Secretary and Director of Human Resources (DHR) to discuss human resources matters such as temporary appointments, promotion matters, permanent and pensionable establishment appointments, and other human resources matters. A total of 12 meetings were held with the PS and DHR. 7 meetings with the previous Permanent Secretary, Mrs. Carolyn Stoutt Igwe were conducted from April to September, 2019 and 17 meetings were conducted with the incoming PS, Mrs. Sharleen Dabreo Lettsome since she took office in September 2019.

### *Other Important Meetings*

1. **36<sup>th</sup> CARICAD Board of Directors Meeting** – The Caribbean Centre for Development Administration (CARICAD) 36<sup>th</sup> Annual Meeting of the Board of Directors in the British Virgin Islands on July 18 and 19, 2019. The specific intent of the meeting was the development of the strategic direction for CARICAD for the period 2020 – 2022.
2. With Ag. Permanent Secretary, Deputy Governor's Office Mrs. Sharleen Dabreo-Lettsome, a meeting was conducted with Mr. Matthew Ofield, **Head of the Caribbean and Bermuda Team in the Foreign and Commonwealth Office** on Governance and Public Sector Transformation.
3. In October, 2019, there was an informative and refreshing discussion with members of the **Tortola Toastmasters Club**; Mr. Ernald George, President, Ms. Linda Magloire, Treasurer, Ms. Sharona Pickering Vice President of Public

Relations and Mr. Jeremiah Frett Past Area Director. The discussion centred on the possibility of having a Toastmasters Club within the Public Service.



Figure 13 - Tortola Toastmasters Club

### *Regional Meetings*

1. The 2019 **Heads of Public Service (HoPS) Conference** was conducted in London, UK in July 2019. Other Deputy Governors from the Caymans, Turks and Caicos, Anguilla and Barbuda were in attendance. During the Conference, the Deputy Governor offered a presentation on Recovery and Transformation. This presentation provided details on
  - Steps taken to ensure continuity of operations of the Public Service after the devastation from the 2017 storms
  - The wider Recovery Plan for the Territory
  - Taking all circumstances into account, the steps taken to being the Transformation Programme
2. In December, 2019, a delegation from the BVI attended the 11<sup>th</sup> **Caribbean Conference on Comprehensive Disaster Management (CDEMA)** in St. Maarten.



## Policy Matters Advanced for Decisions

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In collaboration with the Permanent Secretary in the Deputy Governor's Office policy matters were advanced to Cabinet for decisions geared towards greater efficiency, improved customer service and the overall strategic direction of the Public Service.

### *Completed Polices and Cabinet Decisions*

The following matters were presented to Cabinet to seek approval for decisions. These were the matters that were approved by the Cabinet.

#### **1. Situation Report: Tropical Storm Karen Of September 24, 2019**

Updates on the pertinent actions taken by select government departments and statutory bodies before, during and after the passage of Tropical Storm Karen were described and noted.

#### **2. 2019 General Elections Report**

The 2019 General Elections was conducted efficiently and according to International standards, however, there is room for continuous improvement to the process. It was requested that the report and recommendations for the report be laid on the table of the next convenient sitting of the House of Assembly.

#### **3. Integrity In Public Life Policy**

As we seek to improve the good governance standards for the Territory, the decision was sought for the draft Integrity in Public Life Bill to be prepared by the Attorney General's Chambers in line with the content of the policy.

#### **4. Emergency Management Re-Accreditation For The Virgin Islands National Disaster Management Programme**

Requested approval of the Department of Disaster Management's recommendation for the National Disaster Management Programme to be re-assessed for accreditation by the Emergency Management Accreditation Programme in 2020 was directed to the Cabinet

#### **5. Delegation Of Signing Authority – Marriage Licences**

The recommended delegation of signing authority to the Registrar General is intended to allow for the effectiveness of performing same-day marriages within the Territory of

the Virgin Islands. This has contributed to an enhanced tourism product and experience.

**6. Agreement Between The Government Of The Virgin Islands And The Government Of The United States Virgin Islands On Cooperation In Disaster Management Activities**

The Territory was audited by the International Maritime Organisation (IMO) in 2020. Some elements of the assessment required the Territory to have this type of MoU in place to ensure our Category I status was retained. As all of the Overseas Territories will also be audited, the Virgin Islands' rating will affect the United Kingdom's status. The signing of the MoU is necessary to enhance our Territory's management plans and efforts as they relate to the mitigation of, preparedness for, response to and recovery from, emergencies and disasters.

**7. Update On 2019 Readiness Plan Activities**

Members of Cabinet were asked to review, consider and concur with the decision sought to assist with ongoing readiness activities to ensure preparedness for the hurricane season as well as for other natural hazards which may occur at any time.

**8. Bill Entitled, Police Act, 2019**

The Police Act brings together an updated legislative basis for policing in the Territory and provides a strong constitutional and professional base for a modernised Police Force. Support of the proposed Act represents a positive and measured response to the current crime and community challenges facing the British Virgin Islands and provides a real opportunity for the RVIPF to emerge as a leading police force in the Caribbean.

**9. Payment Of 2016 And 2017 Increments To Public Officers**

Cabinet's approval of the preferred option necessary for the Department of Human Resources and the Ministry of Finance to proceed with the relevant payments.

**10. 2020 Public Holidays**

Public holidays in the Territory are governed by the Public Holidays Act, Cap. 199 of the Laws of the Virgin Islands, Revised Edition, 1999 ("the Act"). Cabinet approved the final and full list of public and common law holidays for 2020.

**11. Interim Public Service Travel Policy in Response to the 2019 Novel Coronavirus**

The interim Public Service Travel Policy in response to the 2019 Novel Coronavirus was prepared to provide guidance to public officers on official travel to countries known to have been impacted by the 2019 Novel Coronavirus. In addition, to provide guidelines to public officers who have travelled for personal reasons to one of the affected countries or suspect they have been affected or exposed to the Coronavirus.

**12. After Action Review Report on Hurricanes Irma and Maria, 2017**

The Report was prepared to share with Cabinet the After Action Review (AAR) Report following Hurricanes Irma and Maria and approve the recommendations and task the relevant agencies with the implementation of actions.

**13. Relocation Of Departments From The Ralph T. O’Neal Administration Complex**

Exceptional approval was requested to allow the Deputy Governor’s Office and the Ministry of Transportation, Works and Utilities, in consultation with the Ministry of Finance to make adjustments to leases and to obtain changes in spaces, if necessary, with respect to the relocation of Departments from the Ralph T. O’Neal Administration Complex only.

**14. Continuity of Operations Arrangement for Supreme Court, Magistracy and the Royal VI Police Force in light of the Coronavirus Pandemic**

The decisions taken by the various criminal justice agencies were carried out in abundance of caution to help limit the spread of the virus and the potential for future exposure. Protection of these agencies was critical in ensuring the continued stability of the Government’s operations and to ensure the safety and protection of residents and visitors within the Territory.

**15. Public Service Continuity of Operations Policy in Light of the Coronavirus Pandemic**

As a Public Service, we assessed our level of preparedness and the essential functions and reliance that others and the community have on Government services or products.

Changes to our current practices were made to ensure that we were able to maintain critical operations considering the prolonged period that COVID-19 could affect our Territory as well as the geographical spread of our islands and the need to serve all residents.

## **16. Interim Public Service Travel Policy in Response to the 2019 Novel Coronavirus**

The situation in the Region required very close monitoring of official travel for public officers and officials. It was the Government of the Virgin Islands intention to provide a healthy and safe workplace and place of business for its employees and customers, and as such, this policy was put in place for their protection during the period of public health emergency.

### *Policies Being Reviewed*

Although some policies have already been approved, there are a few that are still being reviewed by the requisite authorities. Some of those policies are presented below.

## **1. 2014 – 2019 Virgin Islands Comprehensive Disaster Management Strategy Evaluation and Presentation of 2019 – 2025 Strategic Framework**

A Comprehensive Disaster Management (CDM) Audit Tool was developed by the Caribbean Disaster Emergency Management Agency (CDEMA) for assessing CDM capacities at the national and regional level in the CDEMA Participating States. As a member of the CDEMA System, the Territory participated in this regional exercise and completed the tool in May 2018. The Audit serves as a standard setting tool for Comprehensive Disaster Management in the Caribbean. These standards are the desired conditions that should exist at the national and regional levels to optimally and sustainably deliver CDM. As a result, the tool assessed current conditions or standards to identify any gaps in national and regional systems.

The tool presented questions on all phases of the disaster management cycle. It was administered using a standardized grading system that provided a broad view of the Territory's performance. The main elements of the audit were: Mitigation, Preparedness, Response, Recovery, Key Contributors and National Databases.

## **2. Financial Investigation Agency 2020 Budget Estimates And 2018 Annual Report**

Members of Cabinet are invited to review the Appendices to this Paper and approve the decision sought. It is expected that, once approved, the 2020 Budget Estimates and 2018 Annual Report would be laid before the House of Assembly as required by the Act.

## **3. Eastern Caribbean Supreme Court (Judicial Officers' Pensions) Act And Regulations, 2019**

Judicial Officers enter into this career later in life after they have practiced as lawyers. The present retirement package serves more as a deterrent than an attraction. With the proposed amendments, Judicial Officers will be more willing to choose the judiciary as a career as the retirement benefits will be attractive. Honourable Members are asked to concur with the Decision Sought.

### *Cabinet Information Papers*

Information Papers are written to provide Cabinet with details on programmes and projects.

## **1. Public Service Transformation Programme Framework Plan**

The Public Service Transformation Framework document provided guidance to all relevant stakeholders on the overall transformation process within the Public Service to date.

## **2. Non-Government Organisation Partnership Model for Disaster Risk Reduction and Climate Change Adaptation Initiatives**

The purpose of this paper was to provide Cabinet with a structured solution for engaging the Territory's communities through the use of locally registered NGOs partnering with the Government of The Virgin Islands on disaster risk reduction and climate change awareness projects.

## **3. Outline Of The Work Of The Sister Islands Programme Unit**

The purpose of this Cabinet Paper was to outline the work of the Sister Islands Programme Unit and to share with Cabinet the Protocol for Ministers/District Representatives and District Officers Interaction as well as the Protocol for Use of Sister Islands Appointed Vehicles.

#### 4. Situation Report: Hurricane Dorian Of 28<sup>th</sup> August, 2019

This paper was prepared to inform the Cabinet of the report following Hurricane Dorian, which impacted the Territory on 28<sup>th</sup> August, 2019.

#### 4. Public Service Week 2019

The purpose of the Information Paper was to inform Cabinet of the activities planned to celebrate Public Service Week 2019.

#### 5. Update On Repairs Government's Estate

The purpose of this Paper was to provide Cabinet with a comprehensive overview of the progress made on securing, improving and repairing accommodation for public officers since the 2017 hurricanes and to provide an implementation schedule of when Government buildings will be fit for occupancy.

#### 6. Public Service Transformation Programme (PSTP) Digital Transformation Update

The purpose of this Information Paper was to provide a comprehensive update on the Digital Transformation Strategy of the Public Service Transformation Programme as requested by the Cabinet.

## Appointments as Acting Governor

In accordance with Section 37 of the Virgin Islands Constitution Order, 2007 which states:

*"During any period when the office of Governor is vacant, or the Governor is absent from the Virgin Islands or is for any other reason unable to perform the functions of his or her office, the Deputy Governor shall, during Her Majesty's pleasure, act in the office of Governor and shall perform the functions of that office accordingly."*

Served as Acting Governor for the periods:

- 13<sup>th</sup> to 15<sup>th</sup> April, 2019
- 3<sup>rd</sup> to 5<sup>th</sup> May, 2019
- 27<sup>th</sup> May to 1<sup>st</sup> June, 2019
- 12<sup>th</sup> to 18<sup>th</sup> June, 2019
- 11<sup>th</sup> to 20<sup>th</sup> July, 2019

Deputy Governor's Report | 2<sup>nd</sup> Year in Office  
March 2020



Figure 14 – Being Sworn in as Acting Governor



- 11<sup>th</sup> to 17<sup>th</sup> September, 2019
- 25<sup>th</sup> to 29<sup>th</sup> November, 2019
- 30<sup>th</sup> December to 3<sup>rd</sup> January, 2019
- 14<sup>th</sup> to 20<sup>th</sup> February, 2019
- 22<sup>nd</sup> to 9<sup>th</sup> March, 2019

To be appointed as Deputy to Governor is a separate appointment from that as Acting Governor. An appointment as Deputy to Governor occurs when His Excellency the Governor is absent from his post for any reason but still in the Territory. An appointment as Acting Governor occurs when His Excellency the Governor is absent from his post and out of the Territory.

On the occasion when the Deputy Governor is appointed to act as Deputy to Governor, this appointment is made pursuant to Section 39(1) of the Virgin Islands Constitution Order 2007, which states:

*“Whenever the Governor has occasion to be absent from the seat of Government but not from the Virgin Islands; the Governor may, acting in his discretion, by instrument under the public seal, appoint the Deputy Governor, or if the Deputy Governor is not available any other person in the Virgin Islands who is a Virgin Islander as defined in section 65 (2), to be his deputy during such absence and in that capacity to perform on his behalf such of the functions of the office of Governor as may be specified in that instrument.”*

#### Deputy to Governor Appointments

- 23<sup>rd</sup> to 26<sup>th</sup> April, 2019
- 1<sup>st</sup> to 2<sup>nd</sup> May, 2019

In instances when His Excellency the Governor and the Deputy Governor are both out of the Territory, other senior public officers or former Deputy Governors are appointed to serve.

- Former Deputy Governor Mrs. Rosalie Adams served as Acting Governor from 21<sup>st</sup> to 28<sup>th</sup> July, 2019 and 6<sup>th</sup> to 12<sup>th</sup> August, 2019
- The Attorney General, Hon. Baba Aziz served as Acting Governor from 8<sup>th</sup> to 11<sup>th</sup> June, 2019

## Courtesy Visits

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In the role of Deputy Governor and Acting Governor, courtesy visits occur and offer networking opportunities. The following courtesy visit with individuals and organisations, both locally and overseas, took place during the period of their management:

- **16<sup>th</sup> September, 2019** – Quentin Oliver, International Adviser from Government Partnerships International
- **3<sup>rd</sup> October, 2019** – Meeting with visiting Evangelist Henry Peters and Mrs. Peters of Grenada while here in the BVI for the Seventh Day Adventist Crusade.
- **24<sup>th</sup> October, 2019** – Justice Gerhard Wallbank
- **26<sup>th</sup> November, 2019** - Inaugural Call of the Marella Explorer 2
- **7<sup>th</sup> December, 2019** – PAHO Consultant and former Chief Medical Officer from Jamaica, Dr. Marion Bullock DuCasse who is also Technical Advisor to the Government of Jamaica.
- **10<sup>th</sup> February, 2020** – New CEO of DIGICEL, Mr. Kevin Smith
- **20<sup>th</sup> February, 2020** – Members from the Pan American Health Organisation (PAHO), Mr. Atiba Clarke, Project Officers, Dr. Dana Van Alphen, Senior Advisor in Health Emergencies and Mr. Ronnie Lettsome, PAHO Principal Consultant with Smart initiatives
- **21<sup>st</sup> February, 2020** – Captain Mike Napier and Port Captain Ken Weber of the International Maritime Organisation recognised training platform vessel the MV Freewinds paid a courtesy call on His Excellency the Acting Governor David Archer, Jr.
- Eleanor Fisher and Tammy Fu, newest Members of Regional EY Transaction Advisory Services (TAS) Team

## Public Service Outreach

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The Deputy Governor has created outreach programmes throughout the Public Service to focus and provide emphasis public officers' needs and concerns, inclusive of the Sister Islands. It is important to ensure relationships are established with public officers for the successful transformation of the organisation as a caring and sympathetic place to work.

- ✓ **Nurses Week** – 9<sup>th</sup> May, 2019 – Appreciation was shown to the nurses of the Medical/Surgical Ward at Peebles Hospital in celebration of Nurses Appreciation Week.
- ✓ **Appreciation Day** – 14<sup>th</sup> February, 2020 – Appreciation was shown to the women of the Autism Centre, Rainbow Children's Home, Facilities Management Unit and Adina Donovan Home for the Elderly and thanked them for the awesome work they continue to do for the Public Service.



*Thankful Thursday* letters are weekly letters to individuals currently living in and/or are originally from the British Virgin Islands who have made an impact through their skill, work or community involvement. Twenty eight letters have been written to entrepreneurs, teachers, and athletes in the Territory. These *Thankful Thursday* letters express the Deputy Governor's gratitude to these individuals for the service they provide and the impact they have made on others, congratulating them on their successes, and encouraging them to continue exuding greatness. Persons should be

made aware of the impact they have made on others and should be acknowledged accordingly.

Letters have been addressed to:

- |                                   |                                   |
|-----------------------------------|-----------------------------------|
| 1. Mrs. Carolyn Stoutt Igwe       | 15. Dr. Robert Mathavious         |
| 2. Mr. Sinclair Flemming Jr.      | 16. Ms. Moveene Fahie             |
| 3. Mr. Damon Wheatley             | 17. Mr. Reuben Vanterpool         |
| 4. Mr. Edred Gumbs                | 18. Dylan Penn                    |
| 5. Mr. and Mrs. Ian Penn          | 19. Mrs. Kisheba Sprauve-Callwood |
| 6. Ms. Chantel Malone             | 20. Mrs. Kara Penn-Stoutt         |
| 7. Mr. Henderson Tittle           | 21. Mr. Temulji Hughes            |
| 8. Ms. Leona Faulkner             | 22. Mr. Hewlette Ford             |
| 9. Ms. Sharmin Nibbs              | 23. Mr. Jasen Penn                |
| 10. Mr. Allington Creque          | 24. Mrs. Violata Clyne            |
| 11. Mrs. Tahesia Harrigan-Scott   | 25. Ms. Leona Henry               |
| 12. Hon. Sharie DeCastro          | 26. Mrs. Enid Lennard             |
| 13. Mrs. Sharleen Dabreo-Lettsome | 27. Mr. Arthur Selwood            |
| 14. Mr. Keith Vanterpool          | 28. Mr. Reginald Penn             |

## Social Media

Regular postings are made on all accounts about happenings in the Public Service, the Office of the Deputy Governor, throughout the Territory, Caribbean and World. Be sure to like and follow all social media accounts.

### At A Glance Social Media Statistics:



#### TWITTER

*@DeputyGovBVI*

Total Followers: 285

Total Tweets: 709

Total Photos and Video: 464

Total Likes: 163



#### INSTAGRAM

*@DeputyGovernorBVI*

Total Followers: 776

Total Posts: 691



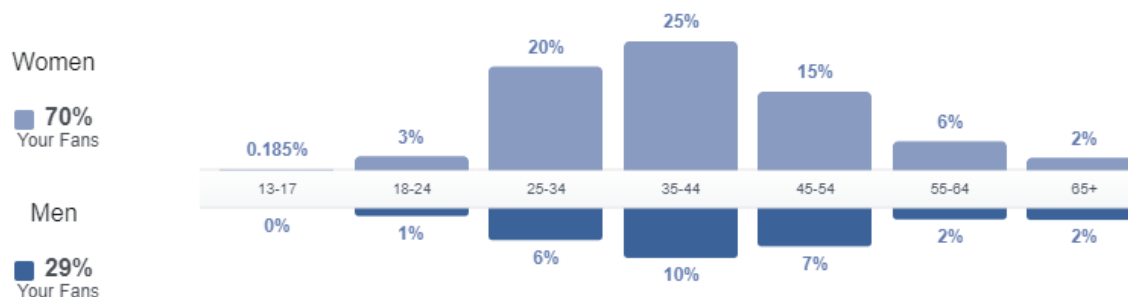
#### FACEBOOK

*@DeputyGovernorBVI*

Total Likes: 1,085

Total Followers: 1,123

The number of people who saw any of your posts at least once, grouped by age and gender. Aggregated demographic data is based on a number of factors, including the age and gender information that users provide in their Facebook profiles. This number is an estimate.



## Events and Speaking Engagements

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Non-profit and other community-based organisations often extend invitations to events of which the Deputy Governor was happy to attend to offer support. Events attended and activities participated in include:

### *Invited Events*

- **15<sup>th</sup> March, 2019** – Prize Giving Ceremony for RECREATE BVI Students Art Competition
- **24<sup>th</sup> March, 2019** – 15<sup>th</sup> Annual Recognition Service for ‘Virgin Islands Unsung Heroes’ at the New Life Baptist Church
- **2<sup>nd</sup> April, 2019** – 2019 Budget Address
- **9<sup>th</sup> May, 2019** – Opening of Senior Citizen's Month
- **1<sup>st</sup> June, 2019** – Grand Opening of New Quito's Inn
- **6<sup>th</sup> June, 2019** – Queen's Birthday Garden Tea Party at Government House
- **27<sup>th</sup> June, 2019** – ESHS High School Graduation
- **12<sup>th</sup> July, 2019** – National Parks Trust Charrette to redesign and rebuild the JR O'Neal Botanical Gardens.
- **29<sup>th</sup> July, 2019** – Eastern Caribbean Supreme Court (High Court of Justice) Sentencing Guidelines Seminar Opening Ceremony at the Commercial Court
- **5<sup>th</sup> September, 2019** – Handover Ceremony of the Royal Virgin Islands Police Force Barracks on Virgin Gorda
- **6<sup>th</sup> September, 2019** – Handover Ceremony for the Elmore Stoutt High School L-Shaped Building and Service of Thanksgiving
- **17<sup>th</sup> September, 2019** – Launch of the Eastern Caribbean Supreme Court Sentencing Guidelines
- **23<sup>rd</sup> September, 2019** – Launch of the Leadership Forum and Development Programme to prepare our future leaders through the Department of Human Resources
- **23<sup>rd</sup> October, 2019** – Maritime and Coastguard Agency Partners Reception
- **31<sup>st</sup> October, 2019** – BVICCHA Board meeting to speak briefly about the disaster management protocols regarding the closure of public offices during a disaster to provide clarity on what it is and how the business sector is expected to respond in relations to the closure of the Public Service.
- **8<sup>th</sup> November, 2019** – Special Sitting to Welcome His Lordship the Hon. Justice Gerhard Wallbank and Thank You Service for Hon. Justice Gerard Farara, QC
- **11<sup>th</sup> November, 2019** – Ceremony of Armistice Day
- **14<sup>th</sup> November, 2019** – The Speech from the Throne delivered by His Excellency the Governor which signals to First Sitting of the Fifth Session of the Fourth House of Assembly



- **29<sup>th</sup> November, 2019** – Welcome reception for District Governor Mrs. Delma Maduro who is the DG for all Rotary Clubs in District 7020; consisting of British Virgin Islands, United States Virgin Islands, Jamaica, Haiti, Cayman Islands, St. Maarten, Antigua, Bahamas, Turks and Caicos and St. Barths.
- **3<sup>rd</sup> December, 2019** – BVI Digital Economy Symposium
- **4<sup>th</sup> December, 2019** – Planning meeting for the National Sustainable Development Plan that will charge the way for the BVI for next 10 to 20 years
- **20<sup>th</sup> December, 2019** – The Renaming and Handover Ceremony for the Jost Van Dyke Administration Building in honour of Mr. Albert Chinnery
- **16<sup>th</sup> December, 2019** – Ceremony for the Presentation of Certificates of Residence and Belonger Status
- **13<sup>th</sup> January, 2020** – Ceremonial Opening of the 2020 Law Year (Church Service and Special Sitting)
- **15<sup>th</sup> January, 2020** – Opening of the 2020 Law Year Of The Eastern Caribbean Supreme Court
- **25<sup>th</sup> January, 2020** – Soft opening of Petrus Plaza BVI
- **28<sup>th</sup> January, 2020** – Financial Services Solutions Forum
- **29<sup>th</sup> January, 2020** – Welcome Home Reception in honour of Chevening Students, Brittney Smith and Hakim Creque
- **23<sup>rd</sup> February, 2020** – Opening of Policy Week 2020 Church Service
- **4<sup>th</sup> March, 2020** – 20<sup>th</sup> Annual H. Lavity Stoutt Memorial Ceremony

### *Speaking Engagements*

- **19<sup>th</sup> March, 2019** – 1<sup>st</sup> 2019 Naturalisation Ceremony
- **26<sup>th</sup> March, 2019** – 2<sup>nd</sup> 2019 Naturalisation Ceremony
- **29<sup>th</sup> March, 2019** – HRM Inspiration Day
- **4<sup>th</sup> April, 2019** – Soft Launch of the Work Permit Prototype Online System with business owners who were invited to view and provide feedback on the system while it's still being built
- **18<sup>th</sup> April, 2019** – Civil Registry and Passport Office 1<sup>st</sup> Quarterly Recognition Awards Breakfast
- **13<sup>th</sup> June, 2019** – Keynote Speaker at HLSCC 26<sup>th</sup> Graduation Exercise
- **28<sup>th</sup> October, 2019** – Public Service Week Opening Ceremony
- **31<sup>st</sup> October, 2019** – BVICCHA Board Meeting
- **2<sup>nd</sup> November, 2019** – Public Service Week Retiree's Dinner
- **6<sup>th</sup> December, 2019** – CDEMA's 11<sup>th</sup> CDM Conference Ministerial Session in Sint Maarten as one of the visionary speakers
- **21<sup>st</sup> December, 2019** – GIS Appreciation Dinner

- **5<sup>th</sup> March, 2020 – Opening Ceremony and March Pass for 48<sup>th</sup> Annual Elmore Stoutt High School Inter-House Track and Field Championship**
- **12<sup>th</sup> March, 2020 – Motivational Speaker for Opening Ceremony of the Right Start 2020 Programme**
- **26<sup>th</sup> March, 2020 – RVIPF Recruit Graduation Ceremony**

## 2019 Priorities

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The Public Service Transformation Programme will continue to drive change across the Service as we aim to achieve our vision of being ranked between #1 and #5 in the world as a Public Service organisation by the year 2030. Notwithstanding, the approach to this Transformation Programme will continue to focus on people development to ensure the successful development and implementation of the Programme. Long lasting change can only be achieved when the people driving the transformation also transform. A stronger, smarter, greener, better and more efficient and effective BVI is therefore at the forefront of the work that must be done in the Public Service.

Outlined in the table below are the 2019 Public Service Transformation Priorities for Governor’s Group:

Leading Globally in Service Delivery	Developing highly skilled & adaptable Leaders and Employees	Lean, Agile & Digital
<p><i>Customer Service:</i></p> <ul style="list-style-type: none"> <li>• Support shift to functional structure across GBVI – Org Design Reports</li> <li>• Customise BVI Tourist Board SAFE Customer standards &amp; Implement training, customer feedback mechanisms</li> <li>• Implement Health &amp; Safety Policy</li> </ul>	<p><i>High Performance Culture:</i></p> <ul style="list-style-type: none"> <li>• Training Needs Analysis (Skills Profile)</li> <li>• Design and deliver 3 core L&amp;D offerings, pending launch of a Learning Development function</li> <li>• Review Performance Management system</li> <li>• Compensation Review &amp; Reward strategy (to attract, retain &amp; motivate)</li> </ul>	<p><i>Digitisation:</i></p> <ul style="list-style-type: none"> <li>• Implement HR components of JD Edwards – Improve HR data capture/operations</li> <li>• DOCOVA scanning project</li> <li>• PSC Trac</li> <li>• EXCOTrac</li> <li>• Liquor License application</li> <li>• E-payments- Civil Registry</li> </ul>
<p><i>Good Governance:</i></p> <ul style="list-style-type: none"> <li>• Enact Public Service Management Bill</li> <li>• Enact Integrity in Public Life Act and Whistleblowing Bill (partnering with PO)</li> <li>• Develop National Performance (M&amp;E) Framework</li> <li>• Elections policies &amp; procedures</li> <li>• Completion of Ministerial Code in partnership with P.O.</li> </ul>	<p><i>Change &amp; Collaboration:</i></p> <ul style="list-style-type: none"> <li>• Employee Engagement Survey and establish change Champions Group</li> <li>• Design &amp; deliver Team working Training Programme</li> </ul>	<p><i>Streamlining Processes:</i></p> <ul style="list-style-type: none"> <li>• Re-design key HR polices and processes, e.g. Recruitment &amp; selection</li> <li>• Re-engineer Naturalisations processes</li> <li>• Re-engineer elections processes</li> </ul>
<p><i>Security:</i></p> <ul style="list-style-type: none"> <li>• Criminal Justice Review</li> <li>• Enact new Police Bill</li> <li>• Develop Public Estate Plan</li> </ul>	<p><i>Innovative Thinking &amp; Doing:</i></p> <ul style="list-style-type: none"> <li>• Design and deliver ‘Design Thinking’ programme</li> <li>• Leadership development programme – (innovation component) partnering with GPI UK, and CARICAD</li> </ul>	<p><i>Adaptation &amp; Greening:</i></p> <ul style="list-style-type: none"> <li>• Enact new Disaster Management Bill</li> <li>• Comprehensive DM strategy</li> <li>• New NEOC</li> </ul>

## Conclusion

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At the conclusion of the 2<sup>nd</sup> year in the role of Deputy Governor, the commitment to ensuring the success the Transformation Programme and improving the overall delivery of service to the public remains. The organisation continues to make strides in the further development of the Programme with the aim of becoming a customer focused organisation being developed through the initiatives and projects being implemented.

The hope and intention is that the content of this report provides information on the operations of the Deputy Governor's Office and insight of the programmes and projects that have been undertaken by this office. The composition of this report foresees the day when the freedom of information framework is implemented and hopefully allows for this report to serve as a future model for the leaders of the Public Service.

The Deputy Governor's continued commitment and support to the Government and the Public Service organisation in the implementation of the role remains a priority. A transformed Public Service remains a priority and will be accomplished through continuous exposure to international best practices and human capacity building. The approach to this transformation is to build people while simultaneously building programmes and projects. Change can only take place when the people driving the programme also transform. The Public Service is on its way and the choice of not being successful is non-existent because a successful service drives a successful economy.

Should you have questions or comments concerning this report, send your concerns to [DArcher@gov.vg](mailto:DArcher@gov.vg). Your time and attention spent reading this report are appreciated.

*Thank You!*

## APPENDIX A

### Public Service Transformation Programme Framework

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Evolution | Innovation | Transformation  
**Building a World-Class Public Service**

# **PUBLIC SERVICE TRANSFORMATION FRAMEWORK**

DEPUTY GOVERNOR'S OFFICE  
GOVERNMENT OF THE VIRGIN ISLANDS  
2019



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## FOREWORD

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**His Excellency the Governor**  
Augustus Jaspert

“As Governor, I fully support the Public Service Transformation Programme because at its core is Government’s most important asset, public officers. The Public Service Transformation Programme is about enabling us all to redesign a Public Service that is efficient, resilient, proactive, adaptive, responsive and focused on serving the public with excellence backed with the highest good governance standards.

We are setting the trends on digitising our Public Service and public offer. We are setting the trends on excellence, efficiency and good customer and public service.

As Governor, I have the same fantastic reason to get up out of bed every morning as every other public officer. My job in a way is the same, it’s to get up and every morning to think ‘How best do I serve the public? How do I make people’s lives better? How do I make this fantastic Territory even better for the future?’ And that is what for me is the heart of Public Service Transformation Programme.”



**Premier**  
Honourable Andrew A. Fahie

“Public is the key word in Public Service. The definition of “Transformation” in my paraphrased version simply means a change from one form to another where there will be no changing back. A caterpillar transforms into a butterfly but a butterfly can never change back into a caterpillar. Hence Public Service Transformation allows an opportunity for the Public Service to transform into a responsive, service-oriented, cost effective and accountable Public Service for enhanced delivery, that will transform the lives of the people of the Virgin

Islands as well as anyone who does business with the Public Service.

As the Premier of the Virgin Islands, I welcome this initiative and look forward to seeing our already stellar Public Service move from good to great!”

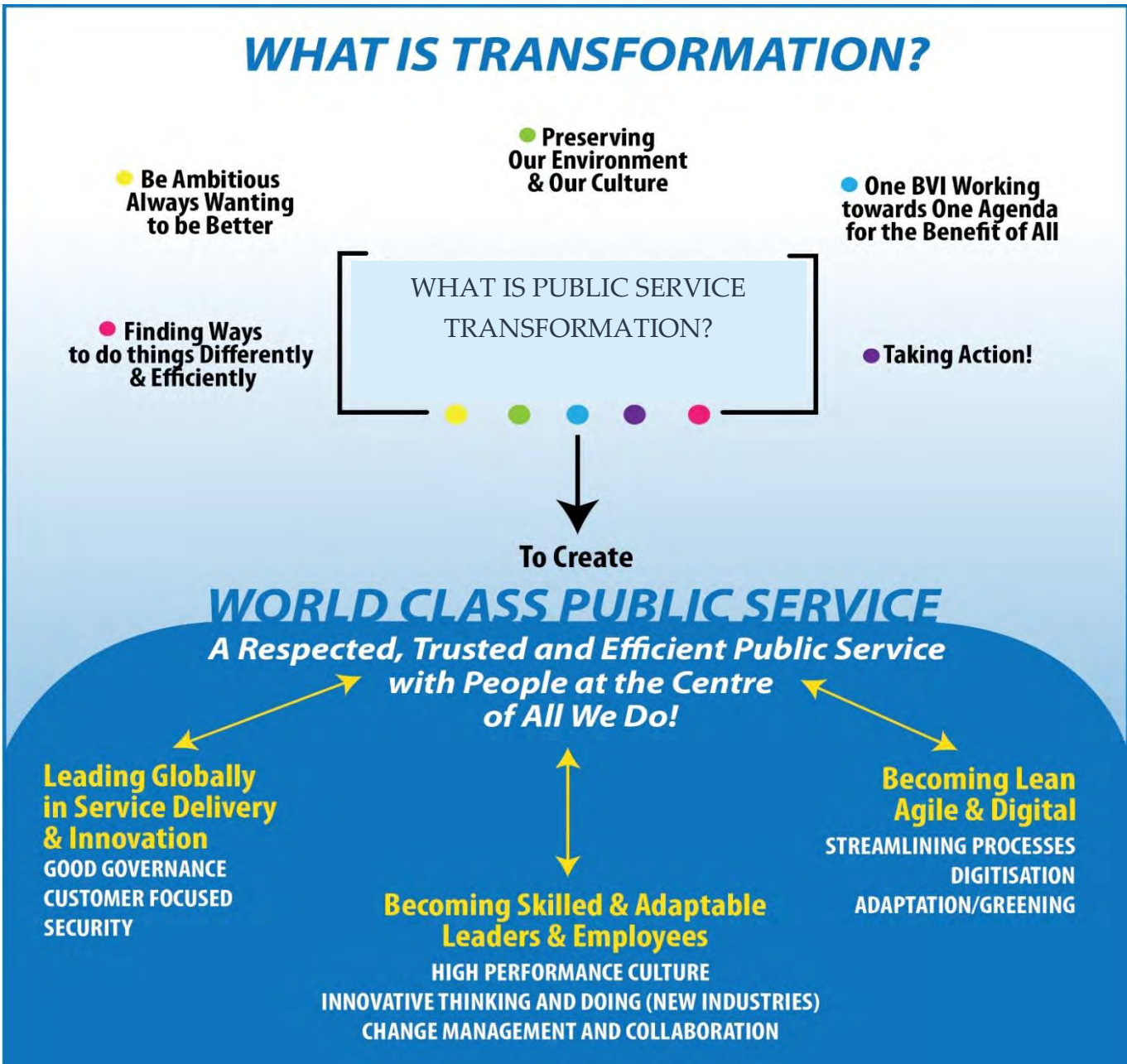


**Deputy Governor**  
David D. Archer, Jr.

“We are on the right side of history to shape a new and amazing BVI. This will be done through a dynamic and transformed Public Service with people at the core and delivery of exceptional world class services as a driver. This is Public Service Transformation.”

# OUR TRANSFORMATION PRIORITIES

From the foreword, you will see that our leaders articulated their priorities including people, service and efficiency. These priorities have been captured in the diagram below which shows the Vision and the 3 broad strategies for the Public Service Transformation Programme:

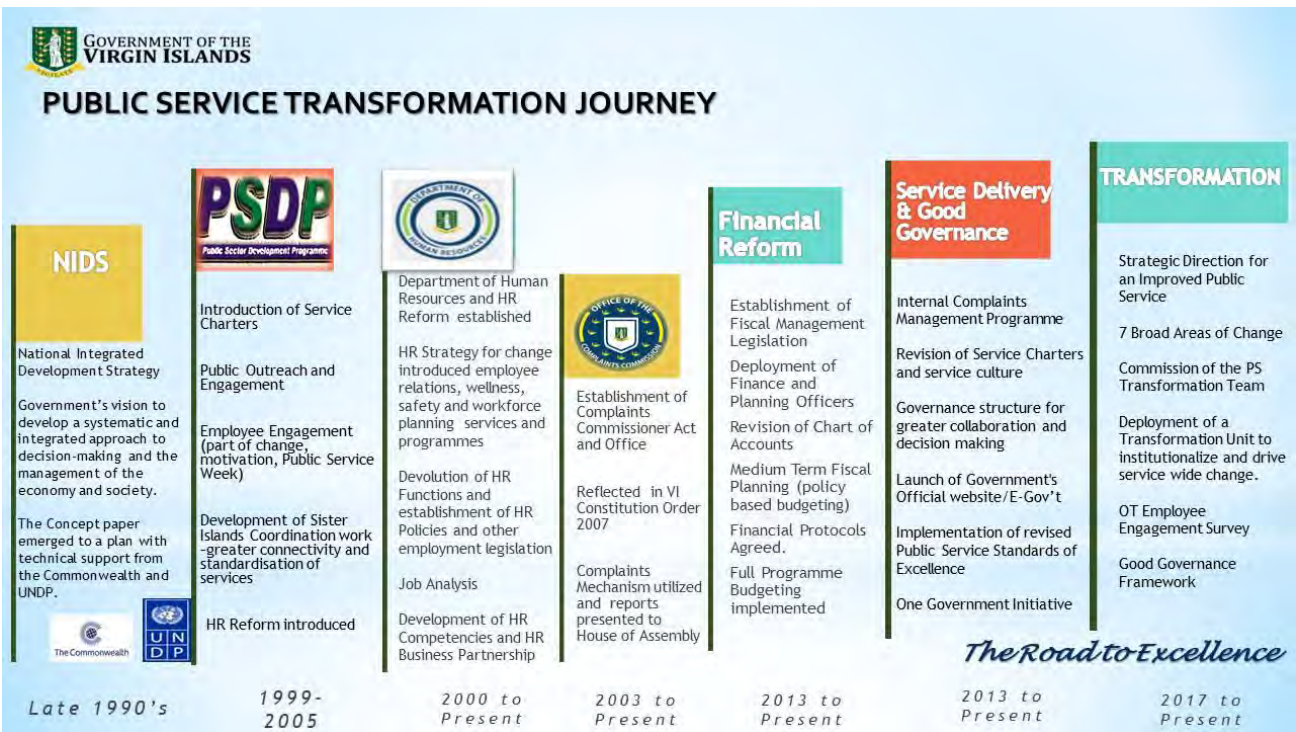


# STRATEGY

## 1. Where Are We Now?

### 1.1 Context

The Government of the British Virgin Islands (GBVI) have undertaken several Public Service Initiatives over the past 20 years, see Figure 1 below:



The previous initiatives were consistent with public service administration reform; however, the 1980s brought a shift as the U.K. paved the way to what was termed 'New Public Sector Management' (see <https://www.deepdyve.com/lp/emerald-publishing/from-public-administration-to-public-sector-management-understanding-peIKMTcJPo?key=emerald>).

Other commonwealth jurisdictions including Australia and Canada followed suit. In essence, the bureaucratic controls typical of Public Administration were no longer seen as 'fit for purpose', particularly in an environment that operated a Laissez-faire economic system, i.e. one that sought to encourage private-sector led growth through minimal intervention by government in the form of excessive regulation, privileges, imperialism, tariffs and subsidies.



The shift from public administration reform is important to note because it underpins why the Public Service Transformation Programme (PSTP) is a departure from this approach as used by previous initiatives. The context and drivers for the Public Service Transformation Programme included several significant drivers of change that were impacting the Territory including:

- The flooding and hurricanes of 2017 which damaged over 80% of the Territory's infrastructure;
- Increased regulatory requirements by the principal rule-setting bodies for financial and tax rules namely the Organisation for Economic Cooperation and Development (OECD), its sister organisation, the Financial Action Task Force (FATF) and the European Union Commission;
- Increased costs to comply whilst revenues related to offshore banking and International Business Incorporations is slowing down across the Caribbean Region and challenges with Correspondent Banking Relationships which facilitates international trade and tourism;
- Climate Change, global warming and rising sea levels are converging, and the most notable impact is the increase in the frequency and severity of hurricanes, such as hurricanes Irma and Maria, both of which were category 5;
- Globalisation has made the world much more inter-connected and the British Virgin Islands can no longer look to their immediate neighbours (US Virgin Islands or other Caribbean Islands) as partners or competitors. In addition, technology has led to a rapid rate and pace of change.

These drivers were unprecedented and forced the Territory to move beyond 'business as usual'. If they were to be successful in rebuilding the Territory, a fresh and innovative approach would be needed; not just to defend against the threats but to leverage the many social and economic opportunities. The Government in office at the time of the hurricanes, and the subsequent administration, were all united on this one point. The hallmark of the new approach must be to develop the Territory for the benefit of all, placing the people as the central beneficiaries of all development.

It was recognised these opportunities could only be achieved if facilitated by a ‘World-Class’ Public Service. An analysis of public service delivery was conducted and revealed that to develop a ‘World-Class’ Public Service, in such unusual circumstances, would require moving beyond the common approach of public administration, and even public management; it required Public Service Transformation. The Public Service Transformation Programme was deliberately designed to be visionary and innovative as it was needed ‘for such a time as this’.

The need for a transformational approach was also recognised and reinforced by the Premier Honourable Andrew A. Fahie when in 2019 he said: “I am an unconventional leader for an unconventional time and my Government will do things in unconventional ....ways whilst upholding good governance”. While maintaining the key elements of traditional reform as set

out by His Excellency Governor Jaspert who indicated “The sole purpose of the job is to serve people, to create opportunities for people and to serve those in need. My job is to take this fantastic Territory forward”.

*“Change fixes the past,  
transformation creates  
the future”*

- Tanmay Vora

## 1.2 Progress Achieved to-date by Ministry

In considering the development of the strategy, a review of the progress achieved prior to the development of the strategy was undertaken and is set out below.

### PREMIER’S OFFICE

#### Leading Globally in Service Delivery

- Good Governance
  - ✓ Completed review of policy and planning and the design and development of a Strategic Policy and Planning Unit
  - ✓ Completed draft of Ministerial Code (in partnership with DGO)
- Customer-focused Organisation
  - ✓ BVI Tourist Board completed Hospitality Assured Programme Certification
  - ✓ BVI Tourist Board completed Replanting Seeds of Love Initiative



- Security
  - ✓ Completion of training by Department of Information and Public Relations in 'Media Relations for Crisis Disaster Preparedness for Media professionals'

### **Developing highly skilled & adaptable Leaders and Employees**

- Innovative Thinking and Doing
  - ✓ Conducted Project Management and Business Process Reengineering workshops across Government
  - ✓ Completed iWeek consultation on National Innovation Lab
- Change and Collaboration
  - ✓ Developed an e-Government Governance structure to support cross-functional working team
  - ✓ Established a cross-function working team for Work Permit e-Service

### **Agile, Lean, Digital and Green**

- Streamlining Processes
  - ✓ Delivered Business Process Reengineering Training to officers across Government
  - ✓ Delivered Project Management Training to officers across Government
- Digitisation
  - ✓ Completed draft National ICT Policy, Strategy and Plan
  - ✓ Completed draft of E-Government Business case
  - ✓ Completed draft of E-Governance suite of legislation
  - ✓ Town and Country Planning completed BVI Open for Business Online Map application
  - ✓ VI Shipping Registry completed development & implementation of online portal for applications for receiving seafarer documents
  - ✓ Completed RDA Statement of Requirements for SMART City Analyst and developed new Terms of Reference for the same
  - ✓ Completed review and exploration of suppliers regarding e-Payment options

## **MINISTRY OF FINANCE**

### **Leading Globally in Service Delivery**

- Good Governance
  - ✓ Completed drafts of :
    - New Procurement Bill
    - New Public Financial Management Bill & Regulations

- ✓ Completed survey to determine the procedures and practices of State Owned Enterprises (SOEs) and Statutory Bodies (SBs)
- ✓ Completed review of legislation related to BVI SOEs and SBs
- ✓ Completed review of non-legal components of Statutory Agencies' operations and design
- ✓ Completed draft Performance Monitoring Guidelines for SOEs/SBs
- ✓ Created database with Financial Indicators and Ratios
- ✓ Worked with Caribbean Regional Technical Assistance Centre (CARTAC) to review case study of a suitable SOEs/SBs framework
- ✓ Completed draft of 5 Corporate Governance principles to align Statutory Agencies and Central Government
- ✓ Established an SOE Monitoring Committee/Working Group
- ✓ Implemented vehicle usage policy (new & existing fleet)

### **Developing highly skilled & adaptable Leaders and Employees**

- High Performance
  - ✓ Project Management Training and support delivered to ministries in collaboration with UNDP

### **Agile, Lean, Digital and Green**

- Streamlining Processes
  - ✓ All revenue collecting departments have been enabled to receive payment for any Government Service (no wrong door policy). Cabinet memo No.298/2017
- Digitisation
  - ✓ DoIT completed LOTUS network Infrastructure upgrade
  - ✓ Commenced upgrade JD Edwards System
- Adaptation and Greening
  - ✓ Completed configuration of DOCOVA to facilitate ministry scanning projects

## **MINISTRY OF EDUCATION, CULTURE, YOUTH AFFAIRS, FISHERIES AND AGRICULTURE**

### **Leading Globally in Service Delivery**

- Good Governance
  - ✓ Completed development and consultation on SMART Schools policy
- Customer-focused Organisation

- ✓ Completion of sale of (i) livestock and (ii) contracting out non-core functions such as beach cleaning to re-focus agriculture on core service of regulation and enabling the expansion of the sector
- ✓ Completed functional review of Agriculture and Fisheries and implemented recommendations to divest non-core functions, e.g. maintenance and management of beach facilities

### **Agile, Lean, Digital and Green**

- Digitisation
  - ✓ Scanning project to digitise files
  - ✓ Implement additional functionality of POWER SCHOOL
- Adaptation and Greening
  - ✓ Commenced scanning of Ministry of Education Files using DOCOVA
  - ✓ Completed programme to support schools and private sector in achieving Green Globe and other Green Certifications in collaboration with DDM and Ministry of Natural Resources, Labour and Immigration

## **MINISTRY OF NATURAL RESOURCES, LABOUR AND IMMIGRATION**

### **Leading Globally in Service Delivery**

- Good Governance
  - ✓ Review of Immigration and Labour Policy and Legislation
- Customer-focused Organisation
  - ✓ Established a customer forum with BVI Finance to discuss Immigration concerns
  - ✓ Engaged key stakeholders as part of the Work permit proto-type testing
  - ✓ Completed development of an Immigration Guide for customers (in partnership with PO, Civil Registry & Governor's Office)
  - ✓ Completed customer Service training for Immigration enforcement officers
  - ✓ Completed review of Immigration and Naturalisation functions
  - ✓ Completed 'Immigration & You' Booklet with provides customer information on the immigration and naturalisation process
  - ✓ Established a customer forum with BVI Finance to discuss and resolve Immigration policy and process concerns
- Security
  - ✓ Completed review work on Advanced Passenger System (APS) for Immigration
  - ✓ Completed APS configuration and implementation of interim solution

## **Developing High Skilled and Adaptable Leaders and Employees**

- Innovative Thinking and Doing
  - ✓ Work-Permits prototype cross-functional working group established

## **Agile, Lean, Digital and Green**

- Streamlining Processes
  - ✓ Mapped and reengineered work permits processes
- Digitisation
  - ✓ Work Permits and Immigration Prototype designed and developed
  - ✓ Completed 2 rounds of User Acceptance Testing with key Stakeholders on Work Permit & Immigration Prototype
  - ✓ Completed migration of Work Permits and Immigration Prototype from LOTUS to MS Dynamics
- Adaptation and Greening
  - ✓ Commenced scanning of Immigration Departments Files using DOCOVA
  - ✓ Completed programme to support schools and private sector in achieving Green Globe and other Green Certifications in collaboration with DDM and Ministry of Education, Culture, Youth Affairs, Fisheries and Agriculture

## **MINISTRY OF TRANSPORTATION, WORKS AND UTILITIES**

### **Leading Globally in Service Delivery**

- Good Governance
  - ✓ Implemented Government wide Vehicle Pool
- Customer-focused Organisation
  - ✓ Completed consultation via survey on Mass Transit
  - ✓ Completed plans for the redesign of Road Town to ease traffic congestion

## **Agile, Lean, Digital and Green**

- Digitisation
  - ✓ Develop an online requisitions application for the new Facilities Management Unit (FMU)

## **MINISTRY OF HEALTH AND SOCIAL DEVELOPMENT**

### **Leading Globally in Service Delivery**

- Good Governance
  - ✓ Completed and strengthened Housing Assistance Grants Policy
- Security
  - ✓ Developed and Implemented Housing Assistance Recovery Programme and Material Assistance Programme following hurricanes (in partnership with MoF)

### **Agile, Lean, Digital and Green**

- Digitisation
  - ✓ Completed consultancy to prepare for development and design of Health Information System and Social Benefits Registry
- Adaption and Greening
  - ✓ Completion of an MoU with Green VI
  - ✓ Completion of Consultancy for development of Sustainable Integrated Waste Management Strategy

### **DEPUTY GOVERNOR'S OFFICE**

#### **Leading Globally in Service Delivery**

- Good Governance
  - ✓ Completed drafts of:
    - Public Service Management Bill,
    - Ministerial Code (in partnership with PO)
    - Integrity in Public Life Policy
- Customer-focused Organisation
  - ✓ Customisation of Public Service behaviours for Public Service Standards in alignment with the Territory's Customer Service Standards developed in partnership with BVI Tourist Board & Disney
  - ✓ Developed orientation toolkit for Public Service Standards and delivered to 1<sup>st</sup> cohort of Leadership Development Programme
  - ✓ Completed development and implementation of new Health & Safety Policy
  - ✓ Completed implementation of Virtual Customer Service Mailbox Initiative
  - ✓ Completed awareness sessions, configuration and installation of Customer Service Touch Terminals
  - ✓ Completed development and implementation of the Public Service Star Membership Club

- ✓ Developed in collaboration with DoIT the Public Service Transformation Programme microsite to provide information on progress of the Programme
- Security
  - ✓ Review of Territory's Comprehensive Disaster Management Plan
  - ✓ DDM completed Installation of 24 Weather Stations
  - ✓ RVIPF took receipt of an deployed 2 Armed Response vehicles (donated by HMG)
  - ✓ Reestablishment of the Courts following Hurricanes in 2017Waste Management Strategy
  - ✓ Completed Cyber Security review with Dr. Levy and drafted NSC Information Paper
  - ✓ Justice Sector Review commenced and Inception Report completed
  - ✓ Completed Health and Safety Policy for the Public Service and Health and Safety Orientation and Training

### **Developing High Skilled and Adaptable Leaders and Employees**

- High Performance
  - ✓ Conducted first Employee Engagement Survey using U.K. Civil Service Tool
  - ✓ Completed development of new Leadership programme in collaboration with GPI
  - ✓ Completed development and implementing training needs analysis across Government (Skills profile)
- Change and Collaboration
  - ✓ Established Public Service Transformation Programme and Team
  - ✓ Revitalisation of GBVI Civil Service Association
  - ✓ Established Change Champions working group to address internal customer issues from engagement survey & otherwise
  - ✓ Completed Public Service Transformation launch to Public Officers, including several initiatives to maintain communication
  - ✓ Completed development of draft Change Management Tool kit and simple 'How To Guide for Leaders' flyer
  - ✓ Completed stand-alone Change Management and Culture Programme
  - ✓ Completed Draft Change Management Framework
  - ✓ Completed Public Service Transformation Communication Strategy
  - ✓ Scoped Compensation Review and gained Cabinet approval to undertake the same



## **Agile, Lean, Digital and Green**

- Streamlining Processes
  - ✓ Completed review and concept paper to implement a Business Process Reengineering Centre of Excellence
  - ✓ Completed 'as-is' process mapping of recruitment process and reviewed two software application options to enhance recruitment
- Digitisation
  - ✓ Commenced implementation of HR component of JD Edwards Upgrade
  - ✓ Cabinet Office completed implementation of EXCOTRAC
  - ✓ Reviewed options for development and implementation of PSCTrac and Recruitment software
- Adaptation and Greening
  - ✓ Commenced scanning of HR Files using DOCOVA
  - ✓ DDM implemented Teen Certification Training (ESHS)
  - ✓ Completed programme to support schools and private sector in achieving Green Globe and other Green Certifications in collaboration with Ministry of Natural Resources, Labour and Immigration and Ministry of Education, Culture, Youth Affairs, Fisheries and Agriculture.

## 2. *Where Are We Going?*

### 2.1 National Vision and Public Service Vision

#### *National Vision*

Following the 2017 hurricanes, a vision for the Territory was developed in the Recovery to Development Plan (RDP) 2018:

*“The BVI will be 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.”*

In November 2019, the Recovery and Development Plan was revised to focus on Recovery with the Premier’s Office taking the lead on Development. As a result, a new National Vision was articulated as follows:

*“By 2025, BVI will be a leading economy through Entrepreneurship, Innovation, Local Investment and Foreign Investment.”*

#### *Public Service Vision*

The Vision for the Public Service is designed to support the National Vision.

A visioning day was facilitated by the Deputy Governor to share the new and innovative approach that would be taken to transform the Public Service (see Visioning Day Report, Annex 3). The new approach required starting with the end in mind since as mentioned above, transformation of the public service was no longer to simply be internally focused but was to enable and facilitate the achievement of the national vision. The visioning day considered what it meant to develop “A Vibrant and Sustainable Economy”. Each sector of the economy was considered and it was determined that the Territory would need to be ‘world-class’ in each sector. Public officers identified what ‘world-class’ would look like in practice for their respective areas, and then started the work to identify how the Public Service would facilitate those desired results. The outputs of the visioning day were summarised by Figure 1 below which was the original Public Service Transformation Model. This has since been revised in this Framework document to give more focus.

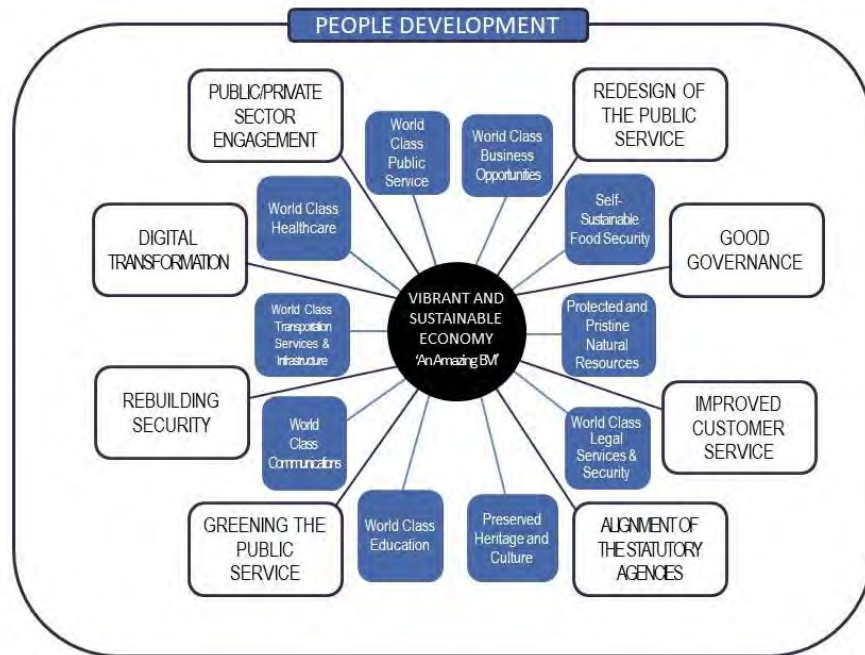


Figure 15 - Original Public Service Transformation Model

In addition to understanding what ‘world-class’ looked like in practice for each sector, participants at the visioning day exercise answered the question “what does a World-Class Public Service look like?” It was determined that the benchmark was to be within the top 5 public service organisations in the world according to the International Civil Service Effectiveness (InCISE) Index, see Section 4.2. At the Visioning Day, officers considered a ‘world-class’ public service would be:

- A respected customer-focused Public Service which is accountable, productive, innovative and unified.
- An efficient, transparent, technologically advanced organisation which delivers competent, prompt and fair services for the betterment of the Territory.
- A modern, highly motivated, accessible, customer-oriented organisation that delivers professional, relevant, efficient and cost-effective service that is transparent and ethically driven.
- An economically sustainable Public Service that is accountable to the people it serves.

This has been consolidated into the following Vision statement:

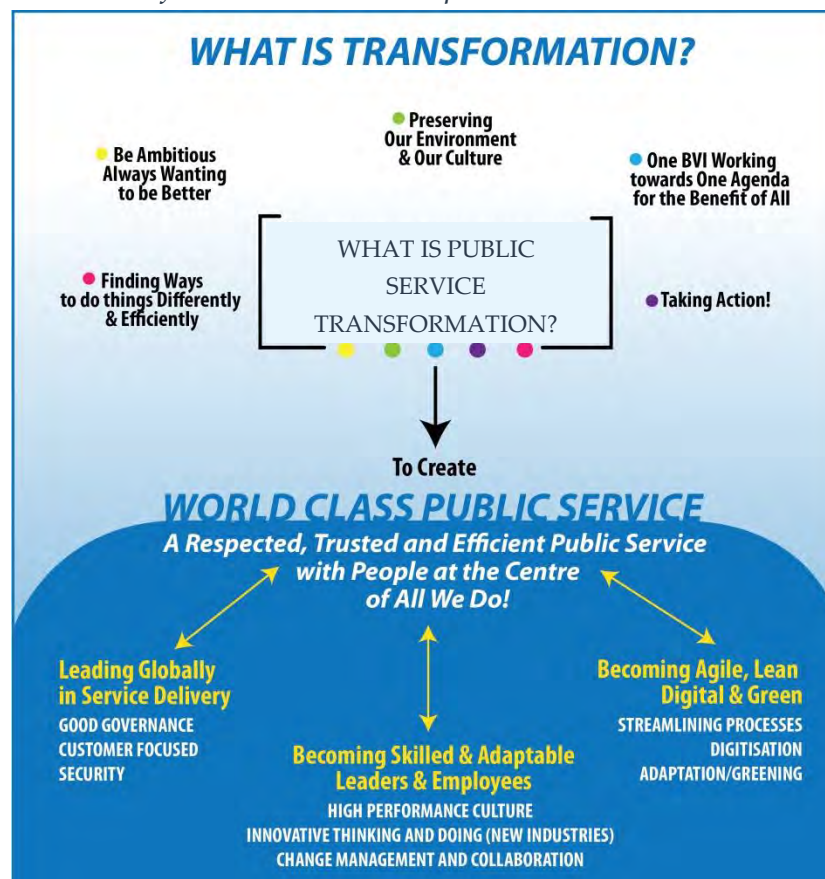
*A Respected, Trusted and Efficient Public Service  
with People at the centre of all we do!*

## 2.2 Public Service Transformation

*What is Transformation?*

One of the critical components to the successful delivery of the Public Service Transformation programme is to help people understand what Transformation actually is, especially given the departure from the previous approach of public administration and reform. It is critical to paint a picture of what it will look and feel like beyond the vision. Figure 1 in the foreword, and shown again below, captures this. This is the simplified version of the revised Transformation Model.

*What does Public Service Transformation look like in practice?*



*What It Will Be?*

When the Public Service is transformed, the behaviours we will demonstrate are:

- ✓ Finding ways to do things differently and efficiently
- ✓ Being ambitious, always wanting to be better
- ✓ Preserving our environment and our culture
- ✓ One BVI working towards one agenda for the benefit of all

✓ Taking action

This will support our vision to become a “World Class Public Service that is respected, trusted and efficient with people at the centre of all we do”. This will be achieved through three broad strategies which are:

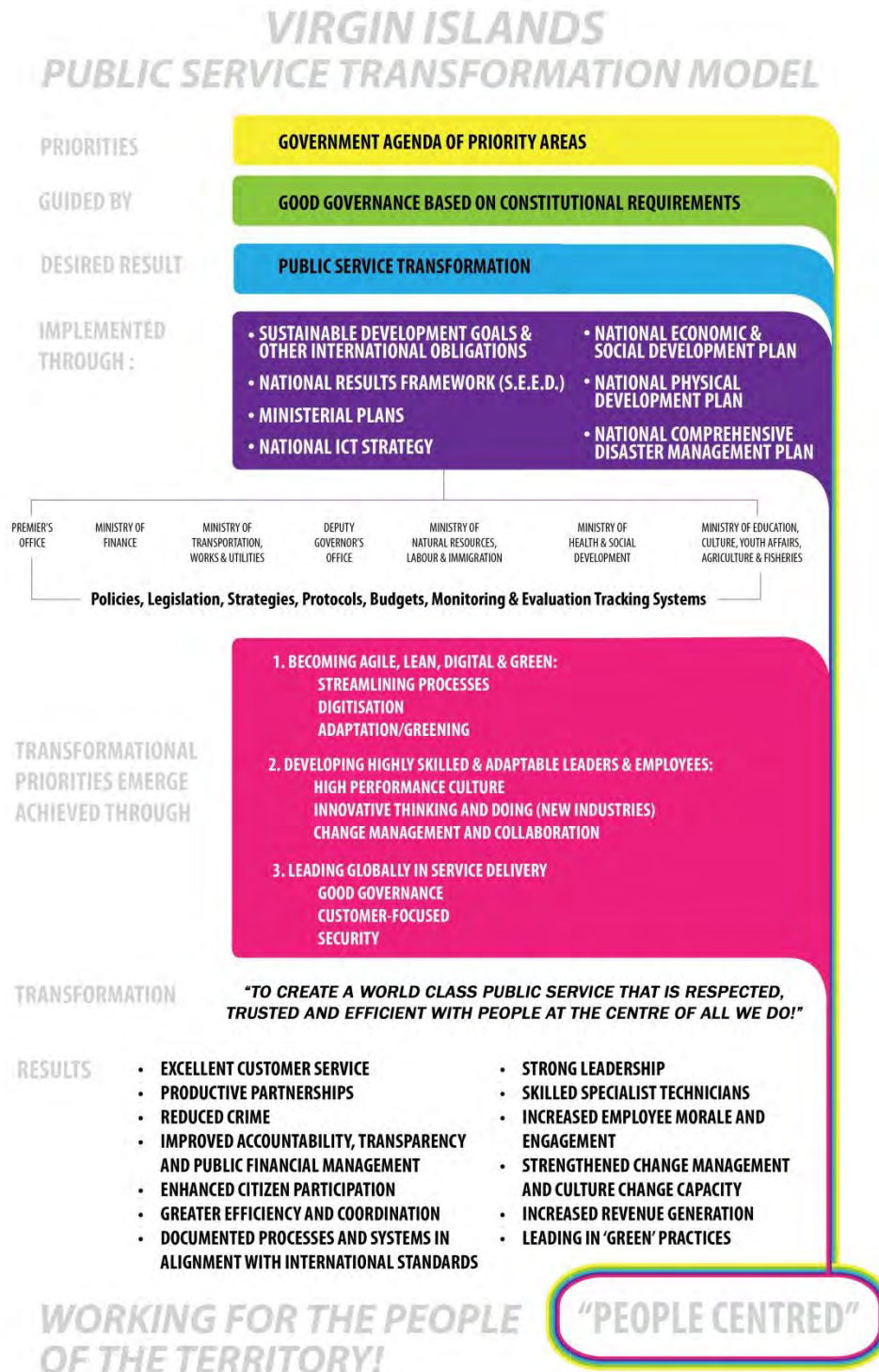
3. **Leading Globally in Service Delivery** – which is about delivery services efficiently and effectively to both our internal and external customers. To achieve this, we will benchmark ourselves against other world-class public service organisations using the International Civil Service Effectiveness (InCISE) Index. *See Appendix 1*
4. **Becoming Skilled and Adaptable Leaders and Employees** – which is about creating leaders and employees who can meet the challenges of what is none referred to as a VUCA world (volatile, uncertain, complex, and ambiguous).
5. **Becoming Agile, Lean, Digital and Green** – Traditional public service focuses on face-to face service delivery, however, in a technologically driven world the focus is on services as products. This strategy is about using world-class methodologies for the development of products and services through digitisation. Additionally, the BVI’s vision to be a World Class public service organisation must include being a ‘Green Leader’, given the desire of the British Virgin Islands to benefit from land and sea whilst preserving the Islands natural beauty.

The ultimate result of Public Service Transformation is to facilitate the national vision which has locally been coined as creating “An Amazing BVI”.



### 3. How do we get there?

The Technical Model at figure 2 below communicates internally to our leaders, managers and technicians how we will execute the Public Service Transformation Programme.





### 3.1 Priorities – Government’s Policy Agenda

The starting point is the Government’s Policy Agenda which sets the tone for the whole country; re-enforcing that transforming the public service is not simply an internal focus. The Policy Agenda is structured using the National Results Framework, S.E.E.D<sup>1</sup> The Policy Agenda is a consolidation of the Government’s policy priorities as articulated in the Budget Speech and the Speech from the Throne, see below

#### 2020 Budget: Government’s Strategic Policy Outcomes

Government’s medium- to long-term objective: <i>To make the BVI a financially and economically sustainable Territory; to make our people secure, physically, emotionally and economically, and to develop all-round resilience and competitiveness. – Budget Address 2020</i>		
SEED	Medium - Term Development Strategy (SEED) Result Areas	Strategic Policy Outcomes
1 Social	Quality health, wellbeing and social services	<p>1.1 Continue investment in acquiring international accreditation of the BVI Health Services Authority to verify and demonstrate the quality of the Territory’s healthcare system</p> <p>1.2 Continue to improve access to healthcare provision within the Territory ensuring essential services are available on the Sister Islands and by strengthening the performance of the National Health Insurance System</p> <p>1.3 Protect present and future generations from the health, social, environmental, and economic effect that tobacco consumption and exposure has</p> <p>1.4 Develop and implement policies and strategies to reduce the number of cancer cases and deaths, within the territory and to improve the overall quality of life of cancer patients</p> <p>1.5 Prioritise support to the most vulnerable in the community including Senior Citizens and households recovering from the 2017</p>

<sup>1</sup> Social, Economic, Environmental and Direction (Governance)

		<p>hurricanes</p> <p>1.6 Enhance the cultural development in the Territory whilst ensuring the preservation of the Virgin Islands' unique culture, traditional values, and pride of its people for future generations</p> <p>1.7 Strengthen and empower youth through effective policies and strategies that addresses the challenges and opportunities for achieving positive youth development, including the revision of the Virgin Islands National Youth Policy and Strategic Objectives</p> <p>1.8 Promote the importance of sport in the development of our people and as a viable component of the Tourism sector, and provide a comprehensive management mechanism to support all sports and recreation in the Territory, including establishing a National Sports Council</p> <p>1.9 Establish a regulatory framework for the gaming and betting industry, including sectors such as horse racing and the cruise industry, and undertake a public consultation to determine the Territory's desire to establish a framework to enable drag-racing as a sport</p>
	Quality education	<p>1.10 Ensure empowerment of our people through a commitment to evolving the education system to take account of technology, including SMART schools and to keep pace with the rest of the world</p> <p>1.11 Ensure our students become functional citizens within the territory by receiving the best possible instructions and training and creating a framework and environment that supports the development of good character</p> <p>1.12 Place Virgin Islanders at the centre of development activities (Virgin Islanders First) through expanding access to educational opportunities including the introduction of full Bachelors' and Masters' degrees and certifications on-island from internationally recognised, accredited universities through distance learning and facilitate public officers in pursuing qualifications to the Masters' and Doctoral level</p> <p>1.13 Enhance teaching standards and the supply of qualified teachers to provide quality education</p>

<p>2 Economic</p>	<p>Stable and growing economy</p>	<p>2.1 Attract foreign and domestic investment to enhance economic development, reduce unemployment, grow entrepreneurship, accelerate growth, and diversify the economy, by strengthening the Trade policy framework and the establishment of an Investment Promotion Agency</p> <p>2.2 Ensure the empowerment of local investors and local businesses in all sectors of the economy, inclusive of all, but not limited to tourism, health, entrepreneurship, agriculture and fisheries</p> <p>2.3 Enable the growth of entrepreneurship by opening up access to capital, and training for individuals and start-ups</p> <p>2.4 Establish the requirements for private investment funds to be recognised by the Financial Services Commission, the criteria to be satisfied for the Commission to grant recognition</p> <p>2.5 Develop and implement the policies, legislation, strategies and plans necessary to support EU Economic Substance Requirements</p> <p>2.6 Create a platform to drive green innovation, green diversification, and green expansion of the economy; including Green SMART products</p> <p>2.7 Increase Territories revenues from sailing including facilitating the registering of large ships under the International Maritime Conventions</p> <p>2.8 Reposition the Territory as the sailing capital of the world</p> <p>2.9 Develop and grow industries that support the Blue positioning the sea as an asset to be used sustainably to provide benefits for the people of this Territory.</p> <p>2.10 Place special focus on tourism to ensure it is a strong pillar of the economy establishing stronger linkages and involvement of all sectors within the Territory to ensure “one tourism” mandate and that the Virgin Islands remains on the bleeding edge of Tourism in the Region and Globally</p>
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<p>2</p> <p>Economic (cont'd)</p>		<p>2.11 Increase support to strengthen the linkages between the productive sectors of fishing, agriculture, and cultural heritage increasing the earning potential of fisher folk and farmers and developing the cultural industries including Film</p> <p>2.12 Develop a robust policy and regulatory framework that supports the contribution of AirBnB to the Territory's tourism sector</p> <p>2.13 Expand Airlift into the Territory to support the growth of visitor arrivals and develop and implement a framework for providing emergency airlift for visitors out of the Territory in times when disaster looms</p> <p>2.14 Develop the Territory as a major reliable shipping route within the Caribbean region including implementation of a competitive fee structure for cargo, import and export duties and flexible operating hours for the BVI Port.</p> <p>2.15 Establish the BVI as a location of choice for an Aircraft Registry, through implementation of a robust regulatory framework in the same way that the BVI's Shipping Registry operates</p> <p>2.16 Modernise existing agriculture and fishery legislation including drafting a national food production and land use policy, recovery of agricultural stations and restructuring Crown land designated for farming; and the undertake preparatory work needed to inform the establishment of a medical marijuana industry</p> <p>2.17 Continue the modernisation of the Labour and Immigration Department to create a labour market which is conducive to economic growth, investment and employment creation and is characterised by improved skills, equity, sound labour relations, respect for employment standards and worker rights and due respect to those who help to create economic opportunities while protecting our borders and preserving our natural resources for the benefit of all.</p>
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	Strong infrastructure	<p>2.18 Invest in infrastructure locally ensuring it can support the Digital Economy, Blue Economy and Green Economy.</p> <p>2.19 Improve the quality and standard of the Territory's physical infrastructure ensuring green building strategies, practices and technologies apply to all development, whether it is for public infrastructure, residential, or commercial buildings; this includes strengthening enforcement functions of Agencies such as the Planning Authority Board</p> <p>2.20 Improve road and drainage system ensuring redesign focuses on flood mitigation and building resilience and continue to rehabilitate roadways in Virgin Gorda and Jost Van Dyke</p> <p>2.21 Increase the Territories medium-term room stock to 5,000 to expand the overnight tourist visitor market</p> <p>2.22 Prioritise airport infrastructure development, built for resilience, to accommodate larger capacity aircraft at the airport and continue the upgrades and refurbishment of the airports at Anegada and Virgin Gorda</p> <p>2.23 Enhance cruise tourism, including better management and utilisation of the lands reclaimed outside of the Administration Complex</p>
	3 Environment	Effective management of natural resources and natural environment
		<p>3.1 Balance the growth of the Blue and Green economy with the protection of our natural resources through sustainable environmental management and ecological integrity and the introduction of a National Beach Use Policy to provide a legal framework that ensures sustainability of our beaches</p> <p>3.2 Prioritise tackling Climate Change and Adaptation to ensure the Territory remains beautiful, clean, and has a healthy green environment</p> <p>3.3 Strengthen the legal framework for sustainable management of household waste, industrial waste, construction, demolition waste, and hazardous waste to protect health and the environment while improving the aesthetics of the Territory</p> <p>3.4 Improve the supply and management of the Territories water network through a comprehensive review and development</p>

4 Direction		<p>and implementation of appropriate strategies</p> <p>3.5 Increase the efficient use of brown spaces (pro-poor urban environments) to reduce the impact on our natural environment and precious natural resources such as our immaculate beaches and stunning views.</p> <p>3.6 Ensure ship-owners partner with Government in preserving the natural environment, including being accountable and financially for removing wrecks</p> <p>3.7 Develop a package of incentives to promote and support clean energy systems such as solar and wind power generation equipment, hybrid vehicles and re-sale of electricity back to the grid to reduce the BVI's carbon footprint, harness our renewable resources, and save citizens and the Government millions of dollars that are presently being spent on imported fossil fuels</p>
	Effective Governance	<p>4.1 To provide a legal framework for the overall management, organisational structure, administration and proper establishment of the Public Service of the Virgin Islands</p> <p>4.2 Enhance good governance, including transparency, and accountability and preserve and promote the integrity of public officials and public institutions</p> <p>4.3 Strengthen archives and records management functions to ensure the preservation of public archives and records from an electronic perspective, and establish a National Archives for the preservation of historic documents</p> <p>4.4 Strengthen the capacity of our law enforcement agencies and their powers to ensure the protection and safety of victims and witnesses</p> <p>4.5 Strengthen policy and development planning within the Territory through the separation of Recovery and Development with the Premier's Office taking responsibility for the development of the Territory articulated through a National Sustainable Development Plan which provides a roadmap for the transformation of the Territory encompassing its economic, social, environmental, physical and climate</p>



		<p>resilient issues, and Government will support the Recovery and Development Agency to implement the Territory's Recovery Plan within 5 years</p> <p>4.6 Enhance democracy by strengthening Committees of the House of Assembly and providing a legal framework for the operation of the Youth Parliament</p> <p>4.7 Comprehensive digital transformation of the Public Service including e-payments for customers</p> <p>4.8 Develop a robust National ICT Policy and strategy Framework to support digital transformation of the Public Service and the Territory at large</p> <p>4.9 Enhance Public Financial Management including procurement and introduce the function of Contractor General, ensuring the Territory remains within the Protocols for effective Financial Management</p> <p>4.10 Strengthen and expand the Territories regional and international relationships, particularly with the European Union and United Nations to enhance cooperation and partnerships to manage the uncertainties of the future.</p>
	Safety and justice for all persons	<p>4.11 Encourage fair and equitable business practices for consumers and businesses</p> <p>4.12 Improve Shipping Governance including identification, licencing of vessels and inspection vessels, Master and crews</p> <p>4.13 Develop a robust mechanism to address maritime safety including establishing an independent Marine Safety Investigation Authority</p> <p>4.14 Improve the standard and regulation of engineering practice in the BVI ensuring registration, licensing and strengthening enforcement to ensure compliance</p> <p>4.15 Improve efficiency, border management and the customer experience at ports of entry including the introduction of specialist Airport Police</p>

### **3.2 Guided By – Good Governance**

The Government Vision to propel the Territory as one of the leading economies both regionally and internationally to provide for the greatest social and economic benefit to all people. It is understood that to do this there needs to be an enhanced focus on good governance. This means implementing several key pieces of legislation to guide the governance of the Territory including a Whistleblowing Act, Integrity in Public Life Bill and a new Public Sector Management Bill. Progress on these bills can be seen at Section 1.2 above.

### **3.3 Implemented Through**

The Public Service Transformation strategy aligns with the various National Plans and Frameworks (Policies, Legislation, Strategies, etc.). These include amongst others, the National Sustainable Development Plan which is currently being developed, the National ICT Policy, Strategy and Plan, Ministerial Plans and Transformation specific Plans.

This framework document includes a comprehensive Implementation Plan at Section 4.

# PLAN FOR IMPLEMENTATION

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## 4. *The Planning Tool*

This section contains the Logical Framework that guides each Ministry. The planning methodology uses a top-down and a bottom-up approach. The top-down component consisted of developing a Logical Framework (Log frame), *see Annexe 2*. This is a planning tool to help design a programme by identifying the long-term objective for each priority (Objective), the short-medium term purpose (Purpose) and the products or services that the projects will deliver (Outputs). Guided by this, ministries will develop their Ministry Plans and the specific indicators for their ministries. Finally, a Results-based Performance Framework<sup>2</sup> was developed to assist in monitoring and evaluation of the overall programme.

### 4.1 Planning – Objectives, and Purpose

As mentioned, the log frame was used to develop the programme objectives, purposes and high-level outputs which are set out below. The purpose of each objective is broken down further in the log frame to ensure it is measureable and expected outputs at the programme level are articulated which helped ministries consider the types of activities and outputs they would deliver at the project level.

#### *1. Leading globally in service-delivery and innovation*

##### *Long-Term Objective*

The societal level change that this strategy is intended to deliver is: **Excellent customer experience and high levels of trust in Government**

##### *Purpose*

The purpose of this objective is to:

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<sup>2</sup> 'Logical Framework', or 'log frame', describes both a general approach to project or programme planning, monitoring and evaluation, and – in the form of a 'log frame matrix' – a discrete planning and monitoring tool for projects and programmes. *Source* <https://www.betterevaluation.org/en/evaluation-options/logframe> [accessed 02/11/2019]

- Improve Good Governance
- Improve Customer Focus
- Redefine and deliver security for development

## ***2. Developing Highly Skilled and adaptable leaders and employees***

### *Long-Term Objective*

The societal level change that this strategy is intended to deliver is: **People equipped to deliver high performance, lead change and develop innovative solutions**

### *Purpose*

The purpose of this objective is to:

- Improve performance
- Improve change management capability and collaboration
- Develop innovative thinking and doing capabilities

## ***3. Becoming Agile, Lean, Digital and Green***

### *Long-Term Objective*

The societal level change that this strategy is intended to deliver is: **Effective, efficient, value-adding services consistent with world-class standards**

### *Purpose*

The purpose of this objective is to:

- Streamline processes
- Increase digitisation
- Increase adaptation and greening practices

## **4.2 Ministry Transformation Plans**

Each ministry will develop a transformation plan through engagement with relevant stakeholders with support from the Public Service Transformation team. In addition to being guided by the Log Frame, they will consider the Ministry's Mission Statement, the focus of the Ministers and their Strategic Plans.

The Ministry Mission Statements and some of the Ministerial priorities that have been articulated are outlined below:

## **Premier's Office**

The Premier's Office articulates its Mission as:

*To serve as the focal point for coordinating cross-sectorial policies and programmes and promoting the sustainable development of the Virgin Islands to ensure a well-informed, prosperous, cohesive and stable society.*

The Honourable Premier said of his Government that:

*"Over the next three years, our job will be to increase the efficiency and the quality of governance; seek greater local and international investments in the economy, particularly in tourism, marine industries, fishing, agriculture and information technology services; improve the education and other public infrastructure; build a secure environment in which to do business; support the development of small businesses; and create additional entrepreneurial opportunities and sustainable jobs". – Budget Address 2019*

## **Ministry of Finance**

The Ministry of Finance articulates its Mission as:

*To provide strategic, economic and fiscal leadership that promotes the sustainable economic development of the Virgin Islands.*

The Honourable Minister of Finance said of the work of his ministry that:

*"Our job is simply not just to balance a budget but to help balance the lives of our people". – Budget Address 2019*

## **Ministry of Education, Culture, Youth Affairs, Fisheries and Agriculture**

The Ministry of Education, Culture, Youth Affairs, Fisheries and Agriculture articulates its Mission as:

*To educate and develop life-long learners, promote cultural awareness and heritage preservation, facilitate youth empowerment and support sustainable livelihoods to improve the well-being of the people of the Virgin Islands.*

Dr. the Honourable Natalio Wheatley said of his ministry's work that: *"I will not take for granted the opportunity to shape the education system that has shaped me."*<sup>3</sup>

*"Agriculture is going to be moving forward and we have been putting the structures and elements in place to ensure that it happens."*<sup>4</sup>

### **Ministry of Natural Resources, Labour and Immigration**

The Ministry of Natural Resources, Labour and Immigration articulates its Mission as:

*To provide effective and efficient immigration regulation and management of natural resources for the Territory and to develop and empower the local workforce to meet national needs.*

The Honourable Vincent Wheatley said of his ministry:

*"...the Ministry of Natural Resources, Labour and Immigration continues its unwavering efforts to ensure that the young people of this Territory are afforded the opportunity to own a piece of land to build their home. Land ownership engenders a sense of pride and accomplishment and we want to do our best to get the young people of this Territory on the part of wealth creation and building a legacy for future generations."* - **Statement in the House of Assembly**

### **Ministry of Transportation, Works and Utilities**

The Ministry of Transportation, Works and Utilities articulates its Mission as:

*"...dedicated to ensuring the continued development and maintenance of public infrastructure in keeping with international standards so that public utilities are reliable and affordable in support of an enhanced community life for every resident and visitor in the Virgin Islands".*

The Honourable Kye M. Rhymer said of his ministry:

*"The Ministry of Transportation, Works and Utilities (MTWU) continues to forge forward toward the improvement of the infrastructure of our Virgin Islands...the government and the Ministry of Transportation, Works and Utilities, hope to reduce the inconvenience and loss to our residents due to*

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<sup>3</sup> Opening Speech for Education Week 2019

<sup>4</sup> <http://gov.vg/media-centre/government-pledges-move-agriculture-forward>



*the impact of inclement weather, to make the Territory safer and cleaner, and – coincidentally – create some job opportunities for our people.” – House of Assembly Statement on 31<sup>st</sup> July, 2019*

### **Ministry of Health and Social Development**

The Ministry of Health and Social Development articulate its Mission as:

*“To provide leadership that promotes health, social well-being and a safe environment as positive resources for living and sustainable development.”*

The Honourable Carvin Malone said of his ministry:

*“...We continue to rebuild the health and social infrastructure through ongoing repairs to clinics, community centres and other critical facilities. These important projects, underpinned by a robust policy agenda that promotes inclusiveness and investment in people as our greatest resource, will set the Virgin Islands on a brighter path. Progress will not be met without challenges but together, the Government of the Virgin Islands remains committed to restoring hope and prosperity to all, while promoting a greener, healthier and safer Virgin Islands.” – 100 Days In Office, June 2019*

### **Deputy Governor’s Office**

The Deputy Governor’s Office and articulates its Mission as:

*“To ensure effective public governance, strengthen democracy and human rights, promote economic prosperity and social cohesion, and deepen confidence in government and public administration.”*

The Deputy Governor, Mr David D. Archer, Jr. said of his office:

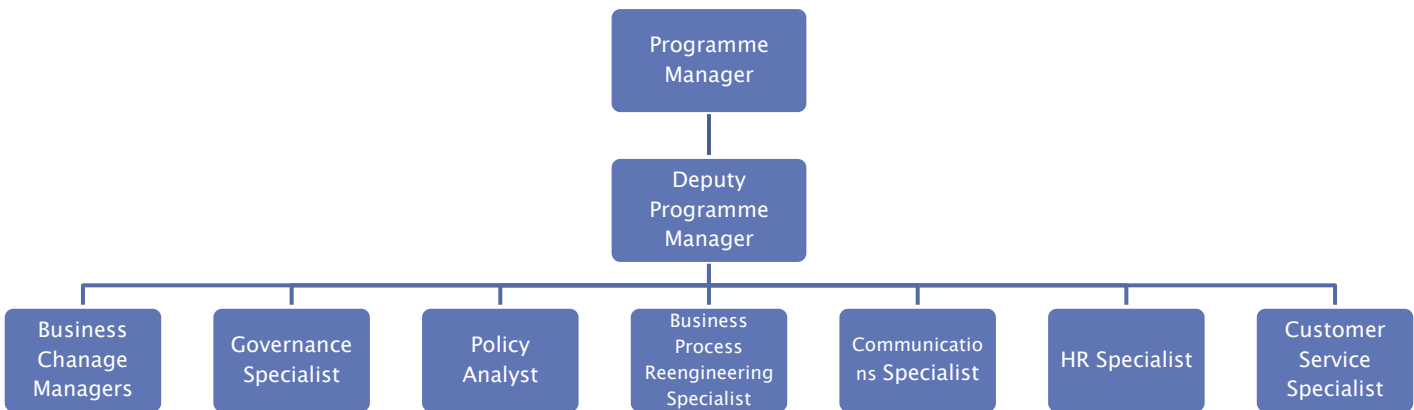
*“The Public Service is on its way and the choice of not being successful is non-existent, because a successful service drives a successful economy. A stronger, smarter, greener, better and more efficient and effective BVI is therefore at the forefront of the work that must be done in the Public Service. The successful relationship between ministries and departments with the Recovery and Development Agency is paramount to a transformed Public Service and a newly recovered and developed Virgin Islands. With the competence of Senior Managers, Department Heads and the body of public officers, there is confidence that the foundation for an exceptional Public Service has already been laid. The plan is to merge this competence with a love for our clients and deliver services with pace, passion and empathy for those we serve.” – 1 Year In Office Report*

4.3 Implementation Support Structure

The Ministries will be implementing their Ministry Transformation Plans supported by the Public Service Transformation Programme Team. The figure below shows the implementation support structure for the Programme.

It is envisaged that a permanent Public Service Transformation Programme Team will be implemented consisting of:

- Programme Manager
- Deputy Programme Manager
- Business Change Managers and
- Specialist Leads/Experts who progress the work that is core to the outcome of a World-Class Public Service namely:
  - Governance Specialist
  - Policy Analyst
  - Business Process Reengineering Specialist
  - Communications Specialist
  - Human Resources Management Specialist
  - Customer Service Improvement Specialist



A summary of the roles of the Public Service Transformation Team are set out below.

#### **Programme Manager:**

- Leadership – Provides leadership, direction and support to BCM's and through indirect reporting to Project Managers in the ministries. Develops programme strategy and high levels implementation plan.
- Reporting & Monitoring – reports to the Senior Responsible Officer on the current status and progress of the programme on a weekly basis, on the budget and any variances, on timelines and impacts on time lines, on change management/change adoption and communications and monitors the same.
- Engagement – responsible for briefing Ministry leads and other key stakeholders, and ensuring that operational staff and technicians are committed to the programme and are adequately represented on the cross-functional working teams, coaches and mentors programme team.
- Delivery – Facilitates capacity building in conjunction with HR and other stakeholders, ensures the implementation of project plans and transition plans on-time and in-budget and to meet KPI's.
- Managing – ensures effective programme management including contracting, procurement, change management, quality assurance and risk management, ensures that resources are being used appropriately (human & financial) and, ensures Programme team understand their roles
- Empowering – the BCM's, Project Managers/Coordinators to lead in their respective areas.

#### **Business Change Manager**

- Recommend resources needed to support change – Work with the Programme Manager to identify the projects, work streams, resources and activities needed to implement required changes in their business area
- Planning – Develop a change transition plan for the project/work streams in their business area that align with any organisational methodology for managing change developed by HR/Organisational, Development and Workforce Planning (ODWP) in conjunction with the change programme.
- Manage the change – By driving implementation of the transition plan; identifying challenges, solutions and actions to remedy the challenges and provide information to support the change communications plan
- Reporting & Monitoring – Report to the Programme Manager progress on the transition plan and any forecast exception to the delivery schedule and any risks

or issues that might jeopardise the programme, monitor and measure the realisation of benefits in their business area

- Collaboration – Understand the dependencies between the work they are responsible for, the work of other BCMs and the project managers
- Capability building – Ensure that the required capability is available and fit for purpose and is implemented in their business area in line with the programme plan. If not available, make recommendations on building capability to the Programme Manager.

### **Technical Specialists**

The technical specialists are experts in their respective subject areas. Their role is to provide advice on the cross-cutting areas that impact every project and span all ministries. The specialists need not necessarily be full-time roles but could be drafted in as needed, save for the Business Process Reengineering, Communications and HR Specialists whose roles will be needed throughout the duration of the Programme.

In addition to the core Public Service Transformation Core Support Team, each Ministry has appointed a Project Manager/Coordinator the summary of the role is outlined below.

### **Project Manager/Coordinator**

- Develop requirements for the project – Scope, outcomes, timelines and budget
- Manage the project – Develop a project plan with timelines, ensure activities are conducted on time and within budget, identify blockages/challenges and work with the project team to address
- Monitor and measure – Track budget (money and hours), identify issues concerning resources (human and financial), monitor and measure progress against the project plan and recommend any remedial action to ensure targets are met
- Reporting – Submit weekly/bi-weekly reports to the Programme Manager
- Collaboration – Be cognisant of and take action to leverage synergies with other initiatives across the programme, organisation and with other key stakeholders including external
- Change Management – Ensure a strong relationship and collaboration with Business Change Managers who are responsible for supporting and implementing change

## MONITORING AND EVALUATION

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### 5. *Results-Based Performance Framework*

A summary of the results that the Public Service Transformation programme is designed to achieve is set out in the model as follows:

- Improved accountability, transparency, and public financial management
- Enhanced Citizen participation
- Excellent Customer Service
- Increased employee morale and engagement
- Productive partnerships
- Reduced crime
- Strong leadership
- Skilled specialist technicians
- Strengthened change management and culture change capacity
- Greater efficiency and coordination
- Documented processes and systems in alignment with international standards
- Increased revenue generation
- Leading in 'green' practices

#### 5.1 Performance Matrix

This is a high-level Results-Based Performance Management Matrix that aligns with the Planning Log frame. The Matrix has 3 results areas that align to *Leading Globally in Service Delivery*, *Developing Highly-Skilled and Adaptable Leaders and Employees* and *Becoming Agile, Lean, Digital and Green*. The Matrix establishes the high-level indicators by which the progress of the PSTP programme as a whole will be measured (see Matrix below). The Performance Framework aligns with the International Civil Service Effectiveness (InCISE) Index which will be used as a benchmark to progressing to a world-class public service. The InCISE Index can be seen at Annexe 1.

In addition, each Ministry will have its own Performance Matrix with indicators to measure the ministry projects.

In addition, the Performance Matrix will be linked to the National Performance Grid once the National Performance Framework is developed as part of the National Sustainable Social and Economic Plan.

## Public Service Transformation – Results-Based Management Performance Framework

### RESULTS INDICATOR: LEADING GLOBALLY IN SERVICE-DELIVERY

Impact Statement: Excellent citizen experience and high levels of trust in Government

Outcomes	Output Statement	Output Indicators
<b>1. GOOD GOVERNANCE</b>		
<ul style="list-style-type: none"> <li><b>% increase in Good Governance legislations</b></li> </ul> <p><i>Outcome statement: Improved accountability, transparency and public financial management</i></p>	1. Implement the required components of the OTs Good Governance Framework  1.2 Implement minimum E-Governance requirements and structure, see 2.1, 2.2 and 2.3 below	1.1.1 # of policies and draft bills developed  1.2.1 100% Completion of design and development of an Information Commission/Data Commission
<ul style="list-style-type: none"> <li><b>% increase in customer/citizen participation rate</b></li> </ul> <p><i>Outcome statement: Purpose: Greater participation of citizens</i></p>	1.3 Develop a robust public policy mechanism that includes public consultation as a key component  1.4 Design and implement mechanisms using ICT to engage customers/citizens – including policy and reporting on delivery	1.3.1 # of consultations on new public policies held  1.4.1 # of ICT enabled mechanisms/Applications to engage and inform customers
<ul style="list-style-type: none"> <li><b>% increase in compliance</b></li> </ul> <p><i>Outcome Statement: Improved corporate governance for public sector bodies</i></p>	1.5 Develop an Accountability Framework for Statutory Bodies	1.5.1 # of Corporate governance principles implemented in Statutory authorities and aligned with central Government
<b>2. CUSTOMER-FOCUSED ORGANISATION (SAFE)</b>		
<ul style="list-style-type: none"> <li><b>% reduction in crime, % reduction in reported accidents at work, % increase in customer perception of e-government security</b></li> </ul> <p><i>Outcome statement: Improved Safety (Cyber Security, Data Protection, Health and Safety)</i></p>	2 E-Governance policies developed 2.2 E-Governance legislations drafted and approved by Cabinet 2.3 Implement clearly defined e-governance structure which streamlines national coordination, implementation as well as monitoring and continuous evaluation of ICT initiatives;	2.1.1 # of E-Governance Policies developed 2.2.1 # of E-Governance legislations drafted  2.3.1 Completed design and implementation of National ICT Council
<ul style="list-style-type: none"> <li><b>% compliance with code of conduct and/or other standards</b></li> </ul> <p><i>Outcome statement: Improved Authenticity (professionalism – aligned to code of conduct, knowledgeable about your specialism/service)</i></p>	2.4 Development and implementation of appropriate codes and/or standards	2.4.1 # of codes and/or standards developed
<ul style="list-style-type: none"> <li><b>% increase in customer satisfaction – both internal and external</b></li> </ul>	2.5 Development and implementation of Customer satisfaction mechanisms/feedback tools	2.5.1 # of customer satisfaction initiatives developed and implemented



## Public Service Transformation – Results-Based Management Performance Framework

Outcome statement: Improved <b>F</b> riendliness (using a partnership approach and demonstrating customer first)		
<ul style="list-style-type: none"> <li><b>% of transactions conducted in advertised timeframe, % of transactions completed right first time</b></li> </ul>	2.6 Development of benchmark time/duration for processes and/or transactions  2.7 Development of LEAN processes (see 7.1.1)	2.6.1 # of processes benchmarked and time standard set & communicated to public 2.6.2 # of transactions completed within required time-frame
Outcome statement: Improved <b>E</b> fficiency (completing transactions speedily, make it right-right away)		
<b>3. SECURITY</b>		
<ul style="list-style-type: none"> <li><b>% of policies and legislations aligned with the concept pf security for development</b></li> </ul>	3.1 Development of security policies and practices in alignment with international security for development concepts (e.g. OECD, DAC)	3.1.1 # of policies and practices applying security for development 3.1.2 # of legislation drafted and approved by cabinet in alignment with security for development concepts
Outcome statement: Redefining security in terms of 'security for development <sup>5</sup> '.		

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<sup>5</sup> Ensuring people and communities (i) live in peace, (ii) participate fully in the governance of their countries, (iii) their human rights are protected and (iv) have access to resources and necessities live in a physical environment conducive to health and well-being, *Source: OECD, DAC*

## Public Service Transformation – Results-Based Management Performance Framework

### RESULTS INDICATOR: HIGHLY SKILLED AND ADAPTABLE LEADERS AND EMPLOYEES

**Impact Statement: People equipped to deliver high performance, lead change and develop innovative solutions**

Outcomes	Output Statements	Output Indicators
<b>4. IMPROVED PERFORMANCE (MY WORK)</b>		
<ul style="list-style-type: none"> <li><b>% increase in employee engagement score</b></li> </ul> <p><i>Outcome statement: Increase employee engagement</i></p>	<p>4.1 Development and implementation of solutions to address findings of employee engagement survey</p>	<p>4.1.1 # of solutions developed</p> <p>4.1.2 # of solutions implemented</p>
<ul style="list-style-type: none"> <li><b>% increase in processing of transactions, and/or % decrease in time taken to process transactions</b></li> </ul> <p><i>Outcome statement: Increase in speed of transactions</i></p>	<p>4.2 Organisational structures re-designed towards a flatter functional model</p> <p>4.3 Processes for key transactions re-designed so autonomy for decision making given to officers below PS and HoD.</p>	<p>4.2.1 # of organisation structures redesigned</p> <p>4.3.1 # of officers with increased decision-making powers</p>
<ul style="list-style-type: none"> <li><b>70% of results and/or targets achieved within specified timeframes</b></li> </ul> <p><i>Outcome statement: Improved results that align with Government policy, strategic goals, and budget.</i></p>	<p>4.4 Review and revise strategic planning and budgeting mechanism and re-implement across Government</p>	<p>4.4.1 # No. of Ministry strategic plans developed that align Government policy, sector strategies and budget for the fiscal period 2020/23</p>
<ul style="list-style-type: none"> <li><b>% increase in the number of international certifications Government holds</b></li> </ul> <p><i>Outcome statement: Increase specialist and/or technical competence of employees</i></p>	<p>4.5 Identify current competencies (specialist knowledge, skills and abilities) across Government</p> <p>4.6 Identification and accreditation of Departments and/or individuals in key international certifications e.g. EMAP, INTOSAI, CIPD, ACCA)</p>	<p>4.5.1 100% completion of organisation-wide competency audit/profile</p> <p>4.6.1 # of Departments and/or Officers certified to International standards in technical/specialist area</p>
<ul style="list-style-type: none"> <li><b>% increase in No. of strategic plans across Government</b></li> <li><b>% increase in employee engagement score related to “My manager</b></li> <li><b>% increase in employee</b></li> </ul>	<p>4.7 Leaders attend and implement strategic planning tools and techniques</p> <p>4.8 Leaders attend the new Leadership Development programme and apply the learnings related to emotional intelligence, and motivation.</p> <p>4.9 Review and amendment to</p>	<p>4.7.1 # of leaders who developed aligned strategic plans (see 4.4.1 above) for the fiscal period 2020/2023</p> <p>4.8.1 # of leaders who’ve demonstrated application of the learning from the new leadership development programme for the period Nov 2019 – Nov 2020</p>

## Public Service Transformation – Results-Based Management Performance Framework

<p>engagement score related to “My manager</p> <p><i>Outcome Statement: Enhance Leadership capability<sup>6</sup></i></p>	<p>Performance Management system to ensure alignment with strategic planning and budgeting and as a tool to focus on performance and development.</p>	<p>4.9.1 # of performance reviews conducted properly and submitted to HR for the period Jan 2020 – Dec 2020</p>
<b>5.CHANGE &amp; COLLABORATION (LEAD CHANGE)</b>		
<ul style="list-style-type: none"> <li><b>% increase in No. of learning organisation programmes/training available across Government</b></li> </ul> <p><i>Outcome statement: Public Service transformed to a ‘learning organisation’ (facilitates learning, change and teamwork)</i></p>	<p>5.1 Design and implement of a ‘Growth Mindset’ programme<sup>7</sup></p>	<p>5.1.1 Completion of the design and implementation of the ‘Growth Mindset’ programme by xx/xx/2020</p>
<ul style="list-style-type: none"> <li><b>% of cross-functional projects successfully delivered (on time, in budget, adding value</b></li> </ul> <p><i>Outcome statement: Increase in team effectiveness, i.e. focus on solving problems, deliver results, resolve/use conflict constructively</i></p>	<p>5.2 Design and implementation of an ‘Effective Team working’ programme</p>	<p>5.2.1 Completion of the design and implementation of the Effective team working programme by XX/XX/2019</p> <p>5.2.2 # of cross-functional working teams being established across Government</p>
<ul style="list-style-type: none"> <li><b>% increase in projects where the people side of change was managed well</b></li> </ul> <p><i>Outcome statement: Improved competence in leading and managing change</i></p>	<p>5.3 Development of tools and competencies to manage change well</p>	<p>5.3.1 # of Leaders trained and applying change management techniques</p> <p>5.3.2 # of change management tools and mechanisms developed</p>

<sup>6</sup> Through (i) Leaders have up-to-date, valid knowledge of their clients, the organisation, and its context, (ii) Leaders know how their behaviour affects others and adjust to create a positive work environment and (iii) Leaders address performance issues appropriately and in a timely manner

<sup>7</sup> Dweck, C, (2016) “What Having a Growth Mindset Actually means, Harvard Business Review Online - <https://hbr.org/2016/01/what-having-a-growth-mindset-actually-means> [Accessed 11/10/2019]

## Public Service Transformation – Results-Based Management Performance Framework

### 6. INNOVATIVE THINKING & DOING

<ul style="list-style-type: none"> <li>• <b>%increase in customer diagnosed service problems resolved</b></li> </ul> <p><i>Outcome statement: Increased ability to turn ideas into solutions that deliver value to customers</i></p>	6.1 Development and implement of a 'design thinking' programme	6.1.1 Completion of development and implementation of design-thinking programme by XX/2020
<ul style="list-style-type: none"> <li>• <b>% increase in failed ideas in Innovation Lab</b></li> </ul> <p><i>Outcome statement: Increased tolerance for taking calculated risks and for failing forward</i></p>	6.2 Development, design and implementation of a Public Service Innovation hub (for developing, testing new ideas in a safe environment)	6.2.1 Completion of the design, development and implementation of a Public Service Innovation hub

## Public Service Transformation – Results-Based Management Performance Framework

### RESULTS INDICATOR: BECOMING AGILE, LEAN, DIGITAL AND GREEN

**Impact Statement: Delivery of effective, efficient, value-adding services consistent with 'world-class' standards**

Outcomes	Output statements	Output Indicators
<b>7. STREAMLINING PROCESSES</b>		
<ul style="list-style-type: none"> <li><b>% of processes that completed within advertised time and show cost savings</b></li> </ul> <p><i>Outcome statement: Improve efficiency of processes (time, money, resources)</i></p>	<p>7.1 Re-engineer processes to eradicate duplication of functions and focus on core services</p> <p>7.2 Design, development and implementation of a Business Process Centre of Excellence</p>	<p>7.1.1 # of processes that are of significant concern to the customer successfully reengineered to be LEAN and implemented (e.g. Work Permits, Naturalisations, Business licensing, Tax administration)</p> <p>7.2.1 Completion of the design, development and implementation of the Business Process Centre of Excellence</p>
<b>8. DIGITISATION</b>		
<ul style="list-style-type: none"> <li><b>% increase in E-Government protection</b></li> </ul> <p><i>Outcome Statement: Improved E-Governance Framework</i></p>	<p>8.1 Establishment of an appropriate robust policy, legal and regulatory framework</p>	<p>8.1.1 100% completion of National ICT Policy, Strategy and Plan</p> <p>8.1.2 100% implementation of e-Governance suite of legislation</p>
<ul style="list-style-type: none"> <li><b>% increase in e-service delivery options</b></li> </ul> <p><i>Outcome statement: Transition Government to seamless, interoperable e-service delivery</i></p>	<p>8.2 Foundation service infrastructure, interoperability framework and enabling shared platforms are fully deployed to facilitate a seamless government;</p> <p>8.3 Develop business case concerning procurement of an integrated government-wide digital platform</p> <p>8.4 Implementation of seamless, effective and efficient e-Government services</p>	<p>8.2.1 Completion of design and implementation of foundation infrastructure.</p> <p>8.3.1 100% Completion of the development of a business case for procurement</p> <p>8.4.1 # of Government services reengineered, digitised and implemented as e-Services</p>
<ul style="list-style-type: none"> <li><b>% of policies that developed using valid statistical data</b></li> </ul> <p><i>Outcome statement: Increased use of data to drive decision making and evidence-based policy</i></p>	<p>8.5 Develop and implement a Records and Information Management classification scheme and system for whole of Government (in accordance with international standards)</p> <p>8.6 Establishment of Government Records Repository (start with key</p>	<p>8.5.1 100% Completion of the development of a Government wide classifications scheme for RIM</p> <p>8.5.2 100% Completion of the design and establishment of Records Repository for 3 key MDA's</p>
<ul style="list-style-type: none"> <li><b>% increase in</b></li> </ul>	<p>8.6.1 # of key customer information</p>	

## Public Service Transformation – Results-Based Management Performance Framework

<b>online/other channels to access Government information</b> <i>Outcome statement: Increased availability of Government information online and via other service channels and is easy to access.</i>	Ministries, Departments and Agencies (MDAs), e.g. Governor's Group, Ministry of Finance, etc.)  8.7 Develop Government customer Information documents for online/other channel access	documents for online/other channel access
<b>9. ADAPTATION/GREENING</b>		
<ul style="list-style-type: none"> <li><b>% increase in Green practices across the service</b></li> </ul> <i>Outcome statement: Increased use of green practices across Government by public officers</i>	9.1 Development of National Environmental policies and legislation, including Waste  9.2 Ministries to develop and implement green practices plans	9.1.1 100% Completion of Comprehensive Environmental Management Policy and legislation  9.1.2 100% completion of comprehensive Waste Management Policy and legislation  9.2.1 # of buildings using energy efficient lighting/light bulbs 9.2.2 # of buildings using energy efficient air conditioning units 9.2.3 # of Government offices using energy saving photocopiers 9.2.4 % reduction of use of water bottles across Government 9.2.5 # of MDA's complying with National Waste Policy, specifically concerning quality, use and disposal of ICT equipment.
<ul style="list-style-type: none"> <li><b>% increase in the wellness aspect of the employee engagement survey</b></li> </ul> <i>Outcome statement: Improved health and well-being of public officers</i>	9.3 Ministries to intentionally monitor and address sickness in the work place	9.3.1 % reduction of sick days across Government
<ul style="list-style-type: none"> <li><b>% increase in the visibility of Government in key regional/international forums concerning climate change/green practices</b></li> </ul>	9.4 Identify opportunities on regional/global level to champion climate change/green practices	9.4.1 # of regional/international forums on climate change/green practices



## Public Service Transformation – Results-Based Management Performance Framework

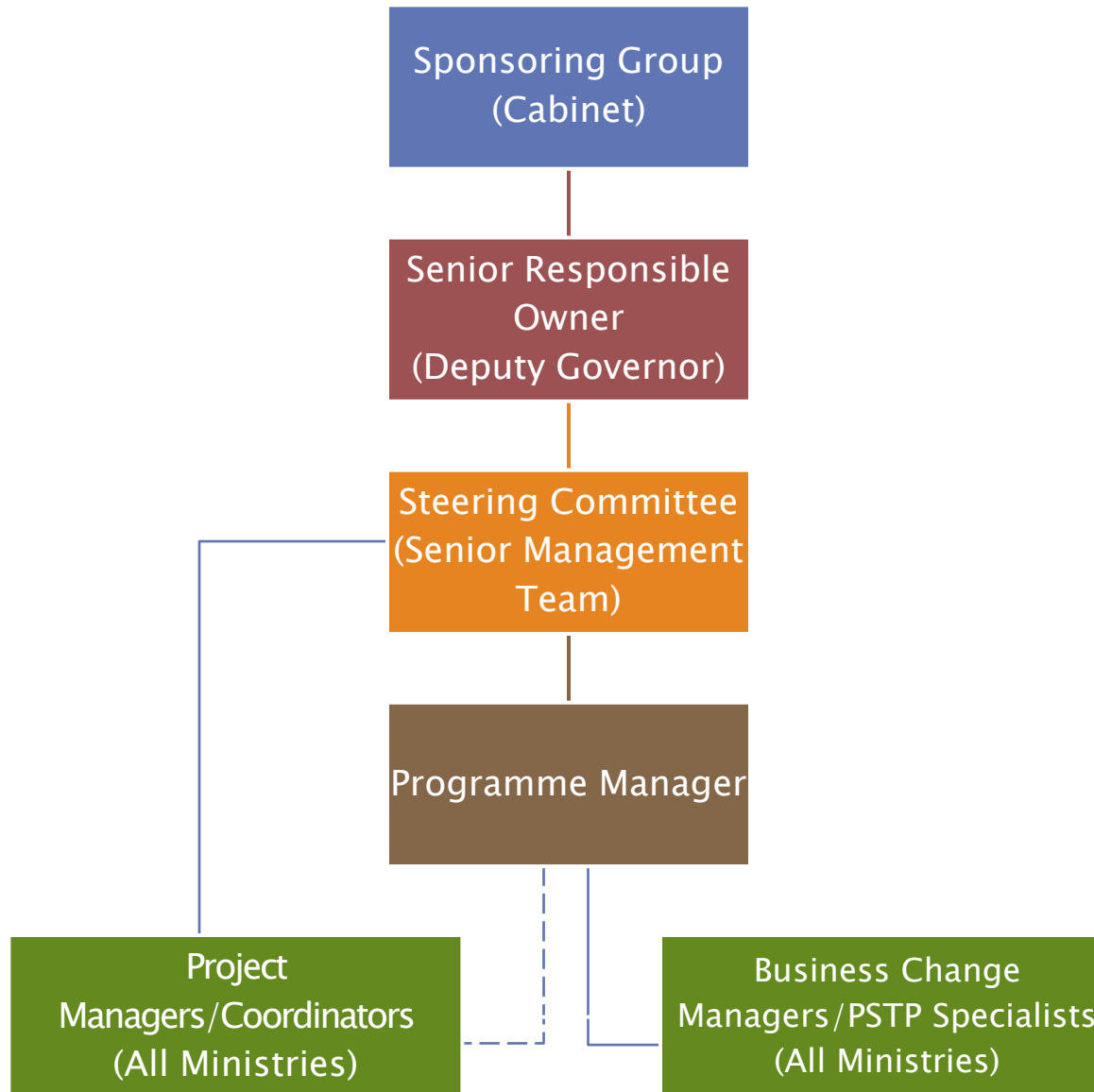
<p><i>Outcome statement: Improve Government's reputation as a climate change/green leader locally, regionally and globally</i></p>		
<ul style="list-style-type: none"> <li><b>% increase in Tourists and/businesses that took account of BVI's Green leadership in deciding to visit and/or do business in BVI)</b></li> </ul> <p><i>Outcome statement: Use Green leadership to Improve Territory's competitive advantage as a great place to live and work (tourism and business)</i></p>	<p>9.5 Implement Green Leadership certification programmes in Government and Private Sector</p>	<p>9.5.1 # of Government departments and Private Sector partners that achieve Green Leadership Certification</p>

## 5.2 Reporting – Governance Structure

The progress on the performance of the PSTP will be tracked through the Governance mechanism for the programme. The Governance Mechanism is set out below.

The structure provides for the Senior Management Team to be the Steering Committee to whom the PSTP Programme Manager will report. This allows for the Senior Management Team to be fully involved in the strategic management of the programme and by extension, the Public Service as it their mandate under the new Public Service Management Bill. The Deputy Governor is the Senior Responsible Owner and chairs the Steering Committee.

Each Ministry has appointed at least one Project Manager/Coordinator to manage all ministry projects reporting indirectly to the PSTP Programme Manager (identified by the dotted line). The Business Change Managers report directly to the Programme Manager and focus exclusively on helping ministries manage change, including culture change.



## CONCLUSION

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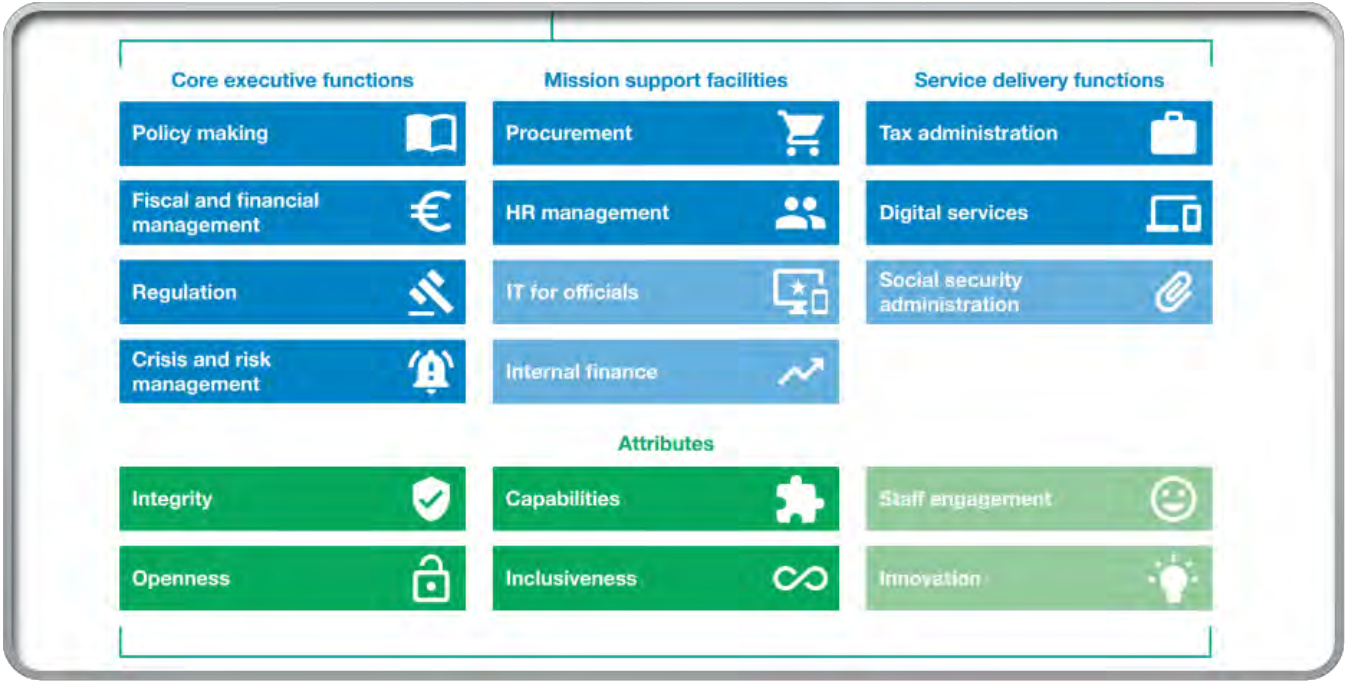
This Framework sets out the strategy for the Public Service Transformation Programme. The strategy reviews the drivers behind the programme, the work that has been done to date and the next steps. In addition, it articulates what the Programme is designed to achieve through the three broad strategies identified in the Model. The ultimate result of the Programme is to support the National Vision and deliver on the Public Service vision of

*“World Class Public Service that is respected, trusted and efficient with people at the centre of all we do”.*

The Framework also provides guidance through the Log Frame to the Ministries in the development of their Ministry Transformation Plans, and sets out the implementation support mechanism and governance structure. Lastly, the Framework includes a Results-Based Performance Matrix to ensure the success of the programme can be monitored and evaluated.

Annexe 1: International Civil Service Effectiveness (InCISE) Index

The diagram below outlines the indicators for the InCISE Index.



## Public Service Transformation- Logical Framework

### Annexe 2: Log Frame

#### STRATEGY 1: LEADING GLOBALLY IN SERVICE-DELIVERY

Long-Term Objective: To deliver excellent citizen experience and high levels of trust in Government

Purpose	Outputs
<b>1. GOOD GOVERNANCE</b>	
1.1 Improved accountability, transparency and public financial management	1.1.1 Implement the required components of the OTs Good Governance Framework  1.1.2 Implement minimum E-Governance requirements and structure, see 2.1, 2.2 and 2.3 below
1.2 Greater participation of citizens	1.2.1 Develop a robust public policy mechanism that includes public consultation as a key component  1.2.2 Design and implement mechanisms using ICT to engage customers/citizens – including policy and reporting on delivery
1.3 Improved corporate governance for public sector bodies	1.3.1 Develop an Accountability Framework for Statutory Bodies
<b>2. CUSTOMER SERVICE</b>	
2.1 Improved <b>Safety</b> (Cyber Security, Data Protection, Health and Safety)	2.1.1 E-Governance policies developed  2.1.2 E-Governance legislations drafted and approved by Cabinet  2.1.3 Implement clearly defined e-governance structure which streamlines national coordination, implementation as well as monitoring and continuous evaluation of ICT initiatives;
2.2 Improved <b>Authenticity</b> (professionalism – aligned to code of conduct, knowledgeable about your specialism/service)	2.2.1 Development and implementation of appropriate codes and/or standards
2.1 Improved <b>Friendliness</b> (using a partnership approach and demonstrating customer first)	2.3.1 Development and implementation of Customer satisfaction mechanisms/feedback tools
2.4 Improved <b>Efficiency</b> (completing transactions speedily, make it right-right away)	2.4.1 Development of benchmark time/duration for processes and/or transactions  2.4.2 Development of LEAN processes (see 7.1.1)
<b>3. SECURITY</b>	



## Public Service Transformation- Logical Framework

3.1 Redefining security in terms of 'security for development' <sup>8</sup> .	3.1.1 Development of security policies and practices in alignment with international security for development concepts (e.g. OECD, DAC)
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### STRATEGY 2: HIGHLY SKILLED AND ADAPTABLE LEADERS AND EMPLOYEES

**Long-Term Objective: People equipped to deliver high performance, lead change and develop innovative solutions**

Purpose	Outputs
<b>4. IMPROVED PERFORMANCE (MY WORK)</b>	
4.1 Increase employee engagement	4.1.1 Development and implementation of solutions to address findings of employee engagement survey
4.2 Increase in speed of transactions	4.2.1 Organisational structures re-designed towards a flatter functional model 4.2.2 Processes for key transactions re-designed so autonomy for decision making given to officers below PS and HoD.
4.3 Improved results that align with Government policy, strategic goals, and budget.	4.3.1 Review and revise strategic planning and budgeting mechanism and re-implement across Government
4.4 Increase specialist and/or technical competence of employees	4.4.1 Identify current competencies (specialist knowledge, skills and abilities) across Government 4.4.2 Identification and accreditation of Departments and/or individuals in key international certifications e.g. EMAP, INTOSAI, CIPD, ACCA)
4.5 Enhance Leadership capability <sup>9</sup>	4.5.1 Leaders attend and implement strategic planning tools and techniques 4.5.2 Leaders attend the new Leadership Development programme and apply the learnings related to emotional intelligence, and motivation. 4.5.3 Review and amendment to Performance Management system to ensure alignment with strategic planning and budgeting and as a tool to focus on performance and development.
<b>5.CHANGE &amp; COLLABORATION (LEAD CHANGE)</b>	
5.1 Public Service transformed to a 'learning organisation' (facilitates learning, change and teamwork)	5.1.1 Design and implement of a 'Growth Mindset' programme <sup>10</sup>
5.2 Increase in team effectiveness, i.e. focus on solving problems, deliver	5.2.1. Design and implementation of an 'Effective Team working' programme

<sup>8</sup> Ensuring people and communities (i) live in peace, (ii) participate fully in the governance of their countries, (iii) their human rights are protected and (iv) have access to resources and necessities live in a physical environment conducive to health and well-being,

<sup>9</sup> Through (i) Leaders have up-to-date, valid knowledge of their clients, the organisation, and its context; (ii) leaders know how their behaviour affects others and adjust to create a positive work environment and (iii) Leaders address performance issues appropriately and in a timely manner

<sup>10</sup> Dweck, C, (2016) "What Having a Growth Mindset Actually means, Harvard Business Review Online - <https://hbr.org/2016/01/what-having-a-growth-mindset-actually-means> [Accessed 11/10/2019]

## Public Service Transformation- Logical Framework

results, resolve/use conflict constructively	
5.3 Improved competence in leading and managing change	5.3.1 Development of tools and competencies to manage change well
<b>6. INNOVATIVE THINKING &amp; DOING</b>	
6.1 Increased ability to turn ideas into solutions that deliver value to customers	6.1.1 Development and implement of a 'design thinking' programme
6.2 Increased tolerance for taking calculated risks and for failing forward	6.2.1 Development, design and implementation of a Public Service Innovation hub (for developing, testing new ideas in a safe environment)

## STRATEGY 3: BECOMING LEAN, AGILE, DIGITAL AND GREEN

**Impact Statement: Delivery of effective, efficient, value-adding services consistent with 'world-class' standards**

Purpose	Outputs
<b>7. STREAMLINING PROCESSES</b>	
<b>7.1 Improve efficiency of processes (time, money, resources)</b>	<p>7.1.1 Re-engineer processes to eradicate duplication of functions and focus on core services</p> <p>7.1.1 Design, development and implementation of a Business Process Centre of Excellence</p>
<b>8. DIGITISATION</b>	
<b>8.1 Improved E-Governance Framework</b>	8.1.1 Establishment of an appropriate robust policy, legal and regulatory framework
<b>8.2 Transition Government to seamless, interoperable e-service delivery</b>	<p>8.2.1 Foundation service infrastructure, interoperability framework and enabling shared platforms are fully deployed to facilitate a seamless government;</p> <p>8.2.2 Develop business case concerning procurement of an integrated government-wide digital platform</p> <p>8.2.3 Implementation of seamless, effective and efficient e-Government services</p>
<b>8.3 Increased use of data to drive decision making and evidence-based policy</b>	8.3.1 Develop and implement a Records and Information Management classification scheme and system for whole of Government (in accordance with international standards)
<b>8.4 Increased availability of Government information online and via other service channels and is easy to access.</b>	<p>8.3.2 Establishment of Government Records Repository (start with key Ministries, Departments and Agencies (MDAs), e.g. Governor's Group, Ministry of Finance, etc.)</p> <p>8.3.3 Develop Government customer Information documents for online/other channel access</p>
<b>9. ADAPTATION/GREENING</b>	
<b>9.1 Increased use of green practices across Government by public officers</b>	<p>9.1 .1 Development of National Environmental policies and legislation, including Waste</p> <p>9.1.2 Ministries to develop and implement green practices plans</p>
<b>9.2 Improved health and well-being of public officers</b>	9.2.1 Ministries to intentionally monitor and address sickness in the workplace
<b>9.3 Improve Government's reputation as a climate change/green leader locally, regionally and globally</b>	9.3.1 Identify opportunities on regional/global level to champion climate change/green practices
<b>9.4 Use Green leadership to Improve Territory's competitive advantage as a great place to live and work (tourism and business)</b>	9.4.1 Implement Green Leadership certification programmes in Government and Private Sector

## Annexe 3: Visioning Day Report

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# Public Service TRANSFORMATION **VISIONING DAY REPORT**

Compiled by  
David D. Archer, Jr.  
Deputy Governor  
in partnership with Leaders of the Public Service

*September 2018*

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## PUBLIC SERVICE TRANSFORMATION VISIONING DAY REPORT

### CONTEXT AND INTRODUCTION

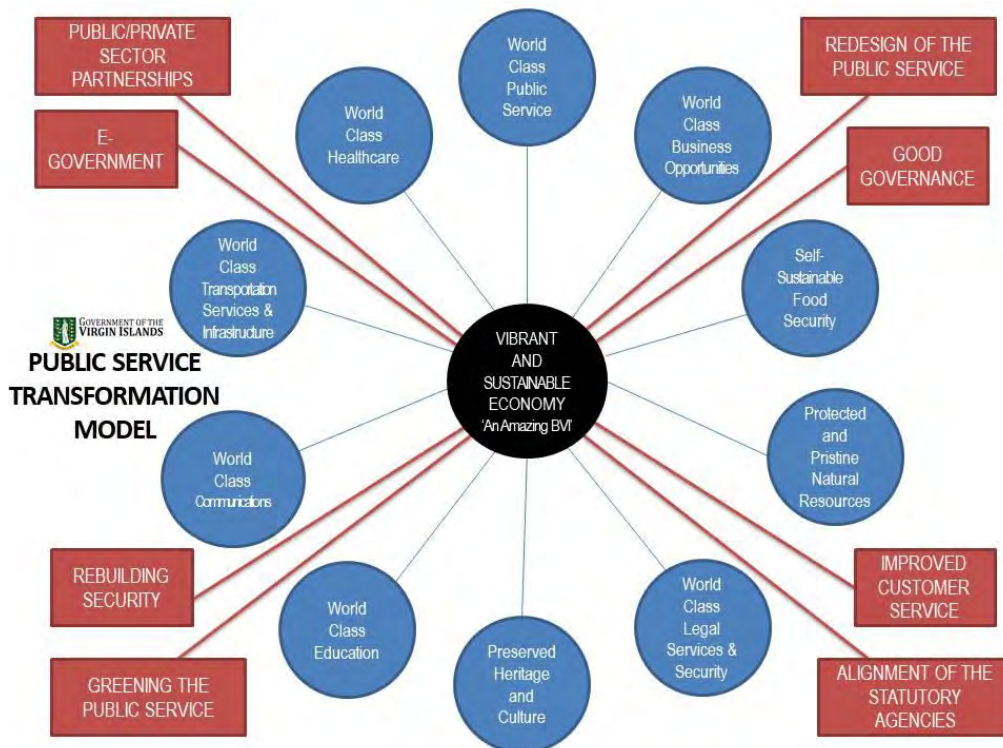
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The Public Service is undertaking a dynamic and ambitious transformation agenda designed to support the economic and social development of our Territory. A Public Service Transformation Model has been developed and has been disseminated widely through traditional media, events and social media.

Along with wide dissemination and awareness raising about the Transformation, there was a need to ensure that public officers owned the agenda by being fully involved in its development. The goal of the Visioning Day was to expound on the Public Service Transformation Model, and for public officers to articulate and agree what the outcomes would actually look like in practice, and how to achieve them. Moreover, the Public Service Transformation Visioning Day was strategically designed to raise awareness among Public Service leaders of the need to **dream big**, therefore, the Deputy Governor facilitated a Public Service Transformation Visioning Day, on Friday, 13<sup>th</sup> July, 2018.

*The Model*

## Public Service Transformation- Logical Framework



The Public Service Transformation Model was developed to provide a visual display of the Public Service Transformation initiative, the relationship between the broad strategies of the initiative, and the overall economic benefits that will be garnered by the Territory when transformation happens.

The Public Service Transformation Model suggests that the overall successful outcome of the initiative will produce:

**‘A Vibrant and Sustainable Economy’ and ‘An Amazing BVI’**

More specifically, the Territory can expect to experience:

- A **World-Class Public Service** comparable to those ranked within the top 5 of the world;
- Provision of **World-Class Healthcare** services locally to all persons requiring medical attention, and inclusive of the utilisation of the National Health Insurance System ensuring profitable gains to publicly and privately-owned medical facilities;
- World-Class Transportation Services and Infrastructure** to open opportunities to increased tourist visits by sea and air, and enhanced and properly established local commute options;

## Public Service Transformation- Logical Framework

- d. **World-Class Communications** services comparable to other regions and establishing the possibility of making the Territory a centralised location for e-commerce;
- e. Accessibility to **World-Class Education** to afford opportunities at all levels of education, and to all individuals wishing to pursue academic or technical studies thus enhancing the skills and intelligence of the populace;
- f. **World-Class Business Opportunities** for the Private Sector to engage in business opportunities comparable to other regions to enhance the Territory's e-commerce opportunities;
- g. **World-Class Legal Services** providing a sense of trust and fairness in the Judiciary;
- h. **World-Class Security Services** offering a sense of safety and security to all visitors and residents of the Territory;
- i. **Preserved Heritage and Culture** allowing for future generations to benefit and enjoy the longevity of the Virgin Islands;
- j. **Self-Sustainable Food Security** creating continuity for the Territory in food production in the event the possibility of importing goods is halted due to man-made or natural disasters or a reduction in carrier services;
- k. **Protected and Pristine Natural Resources** allowing for the preservation of the territory's natural resources and the promotion of the British Virgin Islands as a tourist destination; affording benefits to tourists and locals alike.

It is anticipated that these outcomes above will be achieved as a result of successfully implementing the eight broad Public Sector Transformation strategies as follows:

- a. the *Redesign of the Public Service* to ensure greater efficiency in the delivery of services;
- b. *Improved Customer Service* throughout the Public Service and Statutory Agencies with a focus on customer satisfaction;
- c. *Greening the Public Service* by making eco-friendly choices and decreasing the overall carbon footprint of the organisation;
- d. establishing an improved way forward for *Security* within the Territory through a review of law enforcement and the *judiciary*;
- e. *Statutory bodies to be realigned* on similar aspects of the Public Service redesign;
- f. the full establishment of an *E-Government* strategy;

## Public Service Transformation- Logical Framework

- g. endorsing the further development and formalisation of the *Public Sector/Private Sector Collaboration* strategy to secure future partnerships, and;
- h. approving the *Good Governance* strategy for full development and implementation to ensure a service driven by accountability.

## METHODOLOGY

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For the visioning session, groups were established based on the economic areas in the blue circles of the model. Each group was assigned a leader to coordinate the group's inputs and facilitate discussion. The groups were tasked with developing single or multiple visions to be voted on by all participants for the specific economic area they were assigned.

Following the development of the vision(s), the groups were tasked with articulating what the future state would look like in practice, i.e., a measurable future state. Lastly, the groups were tasked with developing short-term initiatives (12-month) that would, when implemented, achieve the vision. These initiatives were to be specific to the relevant ministries and departments.

The vision statements were collated and shared with the entire group. The whole group, therefore, gave input into each of the economic areas and the main vision was agreed upon by all participants. Discussions and agreement took place on what the future state would look like in the year 2030 in each of the economic areas. Each visioning group was also asked to identify short-term (12-month) initiatives to advance towards the future state of the identified economic area.

Public Service leaders from all ministry groups attended, namely:

- Governors Group
- Premier's Office
- Ministry of Finance
- Ministry of Health and Social Development
- Ministry of Natural Resources and Labour
- Ministry of Communication and Works
- Ministry of Education and Culture
- Constitutionally Established Offices

## Public Service Transformation- Logical Framework

The specific participants were identified by their Department Heads and Senior Managers to attend and participate in the Visioning Day activities and contributed to the outcome of the day through facilitative and interactive discussions. **Appendix I** shows the full list of participants.

## OUTPUTS FROM THE SESSIONS

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Below are the consolidated and agreed upon outputs from the feedback sessions; that is (i) a vision, (ii) articulation of a measurable future state (up to the year 2030), and (iii) short-term initiatives for each of the economic areas from the Public Service Transformation Model.

### *1. WORLD-CLASS PUBLIC SERVICE*

A **World-Class Public Service** comparable to those ranked within the top 5 of the World.

#### Vision

- a. A respected customer-focused Public Service which is accountable, productive, innovative and unified.
- b. An efficient, transparent, technologically advanced organisation which delivers competent, prompt and fair services for the betterment of the Territory.
- c. A modern, highly motivated, accessible, customer-oriented organisation that delivers professional, relevant, efficient and cost-effective service that is transparent and ethically driven.
- d. An economically sustainable Public Service that is accountable to the people it serves.
- e. A Top 5 Public Service organisation in the World.

#### Future State (Year: 2030)

- a. A green Public Service with reliance on 85% green energy sources, using only sustainable and recyclable materials with an established waste-to-energy strategy.
- b. A robust governance framework is embedded in the Public Service allowing for transparency, accountability, openness, fairness, objectivity, honesty, selflessness, political impartiality, apolitical behaviour, leadership and integrity in conducting business in public life.

## Public Service Transformation- Logical Framework

- c. A talent management programme where all public officers are afforded the opportunity to reach their fullest potential through learning and development opportunities.
- d. The BVI is a global exemplar in customer service with a public service organisation that provides accessible, professional, streamlined services that exceed customer expectations.
- e. Clear and transparent guidelines with streamlined services, laws and processes.
- f. Organisation that embraces innovation, technology and provides value for money.
- g. The structure of the organisation facilitates the effective delivery of services in a timely manner according to published standards.
- h. An environment which provides growth, professional development and competitive benefits.
- i. Services to the public are fully automated using an E-Government Platform.
- j. A service guided by an established Rule of Law (National Justice).
- k. Trained employees who are fit for purpose, accountable, competent, efficient and responsive.
- l. Motivated employees who feel valued at all times allowing them to offer dedicated and selfless service to the organisation.
- m. Centralised childcare centres and a gym on the premises of the Central Administration Complex for public officers.

### Short-term Initiatives (12 months)

- a. Develop and implement a Customer Service Virtual Mailbox to recognise the quality of customer service within the Public Service – 1<sup>st</sup> November, 2018
- b. Develop an e-government strategic plan – 15<sup>th</sup> November, 2018
- c. Redesign the process for the registration of deaths in the BVI – 23<sup>rd</sup> November, 2018
- d. Design and implement a Customer Service training model for frontline officers – 15<sup>th</sup> December, 2018
- e. Finalisation and implementation of the Public Service Management Act – December 2018
- f. Revitalisation of the Civil Service Association – December 2018
- g. Implement the Freedom of Information Act – February 2018
- h. Sign Memorandum of Understanding between agencies (DDM and GIS) – December 2018



## Public Service Transformation- Logical Framework

- i. Revamp in-house/cross-ministry training and provide greater funding for priority external training opportunities to ensure higher standards for public officers – January 2019
- j. Merger of related services and departments to ensure efficiency throughout the Public Service – December 2018
- k. Improved, mould free accommodations and improved facilities at Central Administration Complex – January 2019 – 2020
- l. Implement the first fully automated e-government service – 12<sup>th</sup> February, 2019

### *2. WORLD-CLASS HEALTH CARE*

Provision of **World-Class Healthcare** services locally to all persons requiring medical attention and inclusive of the utilisation of the National Health Insurance System ensuring profitable gains to publicly and privately-owned medical facilities.

#### Vision:

- a. Proactive, sustainable health and social care systems that promote health, wellness, and productivity
- b. A healthy Virgin Islands

#### Future State (Year: 2030)

- a. Accessible, affordable, holistic, and responsive health social systems
- b. Promotion of healthy lifestyles and wellbeing
- c. 24-hour access through the use of technology
- d. Fully accredited services
- e. Efficient interisland services

#### Short-term (12-month) Initiatives:

- a. Ensure adequate human resources for health and social services systems (Creation of Human Resources Plan) – April 2019
- b. Completion of Virgin Gorda Clinic – June 2019
- c. Develop mobile apps for health and social care services (based on E-Government implementation) – June 2019
- d. Partnerships with external healthcare partners and centres for excellence – On-going
- e. Improve programmes for the promotion of healthy lifestyles – On-going

## Public Service Transformation- Logical Framework

### *3. WORLD-CLASS TRANSPORTATION SERVICES and INFRASTRUCTURE*

**World-Class Transportation Services and Infrastructure** to open opportunities for increased tourist visits by sea and air, and enhanced, and properly established local commute options.

#### Vision:

- a. A modern, durable, interconnected public infrastructure that is affordable and accessible by all
- b. A top-rated public infrastructure and associated services

#### Future State (Year: 2030):

- a. An efficient and optimised multi-faceted public transportation system that is accessible to all communities.
- b. Globally connected commercial airports and seaports.
- c. Driver-friendly, integrated, and properly constructed roadways and supporting structures.

#### Short-term (12-month) Initiatives:

- a. Assessment of current public infrastructure with a view towards the development of an execution plan – December 2018
- b. Develop a public transportation system – March 2019
- c. Develop a Road Design Manual – July 2019
- d. Complete designs and procurement plan for airport expansion – December 2019

### *4. WORLD-CLASS COMMUNICATIONS*

**World-Class Communications** services comparable to other regions and establishing the possibility of making the Territory a centralised location for e-commerce.

#### Vision:

- a. Reliable, consistent, fast telecommunications technology that is on par with the rest of the leading world
- b. An informed and educated community of internal and external stakeholders
- c. People-first communication style that fosters community engagement and interaction
- d. Effective customer service by front-line officers

#### Future State (Year: 2030)

Deputy Governor's Report | 2<sup>nd</sup> Year in Office  
March 2020

## Public Service Transformation- Logical Framework

- a. An independent BVI with its own fibre-optics infrastructure for improved telecommunications
- b. 100% of BVI community receives free internet service in public spaces
- c. Equality and accessibility of information to all citizens
- d. E-filing is the standard
- e. 100% underground cables and wires
- f. 100% of Government offices are outfitted with the most up to date information technology (IT) for telecommunications
- g. 98% of communities having access to information at their fingertips
- h. Engaged population sharing their point of view from anywhere
- i. Robust e-business sector
- j. Openness and transparency in information sharing
- k. Virtual meetings are the standard
- l. Central VHF towers
- m. 100% community access to satellite phones
- n. Affordable internet connection
- o. Diversified internet providers
- p. Sustainable internet connection and providers

### Short-term (12-month) Initiatives:

- a. Review all telecoms licences with a view to improving services – December 2018
- b. Implement the regulatory functions for improved services – August 2018
- c. Telecommunications Regulatory Commission (TRC) to create a business case for fast, reliable wireless internet – 30<sup>th</sup> October, 2018
- d. E-government legislation completed and enacted – November 2018
- e. Freedom of Information Act – December 2018
- f. Procedural manual and training in customer service – December 2018
- g. Public Service Charter – December 2018
- h. Repair and outfit the Central Administration Complex with the appropriate e-tools for e-service – July 2019

## **5. WORLD-CLASS EDUCATION**

Accessibility to **World-Class Education** to afford opportunities at all levels of education, and to all individuals wishing to pursue academic or technical studies thus enhancing the skills and intelligence of the populace.

### Vision:

## Public Service Transformation- Logical Framework

- a. Excellence in education by utilising the many diversified learning techniques in a safe and smart learning environment that caters to the needs of each learner;
  - i. Cater to every child's needs
  - ii. Safe, smart school environment
  - iii. Embrace technology
  - iv. Diversified learning
  - v. Create multi-faceted citizens/individual

### Future State (Year: 2030)

- a. Modern facilities – safe, green, smart, equipped and accessible
- b. Diversified curriculum
- c. Motivated, highly trained, inspirational teachers/mentors
- d. Engaged, well-rounded, articulate, innovate, critical thinking, responsible individuals
- e. Socially adept, environmentally conscious
- f. Futuristic schools utilising available technology
- g. Diversified and relevant curriculum
- h. Catering to diverse learning styles
- i. Students prepared for dignified community entrepreneurship
- j. Rounded students (Life skills)
- k. Character building
- l. Social responsibility

### Short-term (12-month) Initiatives:

- a. Clean up schools in use – August 2018
- b. Repair all existing schools to green standards – August 2019
- c. Consultation on the future/feedback (all elements) – November 2018
- d. Better meet the needs of the community – Ongoing
- e. Assessment of existing public schools towards consolidation and maximum utilisation of resources

## ***6. WORLD-CLASS BUSINESS OPPORTUNITIES***

**World-Class Business Opportunities** for the Private Sector to engage in business opportunities comparable to other regions to enhance the Territory's e-commerce opportunities.

## Public Service Transformation- Logical Framework

### Vision:

- a. A Vision for Prosperity: An economically vibrant, diverse, innovative and sustainable business environment that is customer driven.

### Future State (Year: 2030)

- a. Effective legal framework (Policies and Legislation)
- b. One-Stop-Shop services (coordination of all relevant agencies)
- c. Business-friendly environment (ease of doing business)
- d. Efficient and streamlined processes with clear procedures
- e. Fully digitised services – Integrated IT systems (e-Government)
- f. Access to incentives, support and financing mechanisms
- g. Develop and promote new sectors (diversification)
- h. Efficient export mechanisms (standards, procedures, infrastructure)
- i. Regional and global connectivity
- j. Efficient information and communications technology (ICT) infrastructure (Telecommunications services, etc.)
- k. Ease of access to the BVI (transportation services - air, land and sea)
- l. Opportunities for small and medium enterprise (SME) development

### Short-term (12-month) Initiatives:

- a. Create business focus think tank (public/private sector) – 1 to 3 months
  - i. Organise specific sector teams of experts from the public and private sector to discuss and determine sector needs and develop sector profiles – October 2018
- b. Create opportunities for Micro, Small and Medium Enterprises (MSMEs) (training, technical assistance, financing, inter alia) – 9 to 12 months
  - i. Schedule and organise training and technical assistance programmes for MSMEs – October 2018
  - ii. Restructure and re-launch the Loan Guarantee programme – November 2018
- c. Implement the e-Government platform and legislative framework – 9 to 12 months
  - i. Approve the following legislative instruments by the House of Assembly – November 2018
    - a. Bill entitled, Data Protection Act 2018
    - b. Bill entitled, Electronic Filing Act 2018
    - c. Bill entitled, Electronic Funds Transfer Act 2018
    - d. Bill entitled, Electronic Transactions Act, 2018
    - e. Bill entitled, Computer Misuse and Cybercrime (Amendment) Act, 2018
- d. Promote and facilitate investments in new sectors – 3 to 6 months

## Public Service Transformation- Logical Framework

- i. Develop investment promotion strategies for specific sectors as outlined in the sector profiles, and organise programmes for initiating contact with investors – December 2018
- e. Implement the appropriate legislative instruments – 6 to 9 months
  - i. National Trade Policy of the Virgin Islands discussed and agreed by the House of Assembly – December 2018
  - ii. Consumer Protection Bill drafted and approved by the House of Assembly – December 2018
  - iii. National Investment Policy Framework and Legislation drafted and approved by the House of Assembly – January 2019
    - a. National Investment Strategy
    - b. Investment Incentives
    - c. Encouragement of Industries
    - d. Residency for Direct Investors
- f. Implement the administrative structures – 5 to 10 months
  - i. Establish the Innovative Business Lab (launch incubation services) to facilitate entrepreneurs – November 2018
  - ii. Restructure the National Business Bureau (Human resources and programmes) to facilitate Micro, Small and Medium Enterprises (MSME) development – December 2018
  - iii. Establish the Investment Promotion Agency (Human resources and services) to facilitate investments – January 2019
  - iv. Reform and restructure (transformation) of the Department of Trade to the Virgin Islands Trade Commission as the administrative body for the National Trade Policy of the Virgin Islands – March 2019
  - ii. Have the e-government platform operational in key agency services – March 2019
    - a. Department of Motor Vehicles (DMV) licencing and appointments
    - b. Trade licencing process
    - c. Immigration entry application process
    - d. Labour work permit process
- g. Include entrepreneurship training in school curriculum – 9 to 12 months
  - i. Coordinate with the Ministry of Education the establishment of an appropriate business curriculum to be introduced at the Secondary level by the next Fall enrolment – May 2019

### **7. WORLD-CLASS LEGAL SERVICES**

**World-Class Legal Services** providing a sense of trust and fairness in the Judiciary.



## Public Service Transformation- Logical Framework

### Vision:

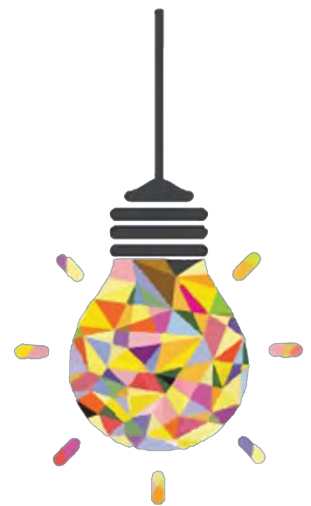
- a. Technologically enabled and secure infrastructure that provides efficient, affordable and accessible range of global legal services.
  - Global recognition of the above

### Future State (Year: 2030)

- a. Expeditionary dispense of justice including E-Filing
- b. Access to dispute resolution options (courts mediation, arbitration)
- c. Halls of Justice
- d. A safe and secure community with lack of interference in the justice system
- e. Virtual Courts at all levels
- f. Online Consolidation of all legislation
- g. Juvenile Detention Centre and alternative sentencing options
- h. Creation of a Rehabilitation centre

### Short-term (12-month) Initiatives:

- a. E-Filing – September 2018
- b. Online consolidation of Legislation/Laws
  - i. Financial Services – August 2018
  - ii. Criminal – December 2018
  - iii. Remainder – July 2019
- c. Two (2) properly secured Magistrate's Courts – December 2018
  - i. Repairs to Magistrate's Courts – July 2019
- d. Halls of Justice
  - i. Identification of site – December 2018
  - ii. Construction – July 2019
- e. Increased timely child support payments
- f. Conduct a communications campaign geared at reducing gender discrimination – December 2018



## ***8. WORLD-CLASS SECURITY***

**World-Class Security Services** offering a sense of safety and security to all visitors and residents of the Territory.

### Vision:

- a. Safe community where every person feels free of threat to self and property and there is zero tolerance to crime.
  - i. Police presence

## Public Service Transformation- Logical Framework

- ii. Court security efficiency
- iii. Technological security
- iv. Empowered law enforcement officers

### Future State (2030):

- a. Prison free community
- b. Significant reduction in criminal activity
- c. Trust in the Police
- d. All persons' rights and freedom are respected
- e. Enforcement leading to law-abiding citizens
- f. Empowerment and protection of community to speak out on crime
- g. Greater partnerships between community and police
- h. Greater responsiveness from security services
- i. Increased resources (human, financial and development)
- j. Review and enforcement of legislation
- k. Effective early intervention and rehabilitation services
- l. More community policing
- m. Enhanced border security
- n. Efficient and effective rehabilitation services
- o. Reintegration of inmates
- p. Reduction of repeat offenders
- q. A high-security corrective prison

### Short-term (12-month) Initiatives:

- a. Improve accommodation of services
- b. Enhance border security – On-going
- c. Conflict resolution training in schools and communities – October 2018
- d. Community and neighbourhood training – October 2018
- e. Multi-agencies partnership – November 2018
- f. Increase human resources – March 2019
- g. Review and modernised legislation – July 2019
- h. CCTV Cameras/ICT – July 2019
- i. Complete working facilities – July 2019

## ***9. PRESERVED HERITAGE AND CULTURE***

**Preserved Heritage and Culture** to ensure future generations can benefit and enjoy the longevity of the Virgin Islands.

## Public Service Transformation- Logical Framework

### Vision:

- a. To showcase, celebrate, promote, preserve and transform our cultural heritage and identity.

### Future State (Year: 2030)

- a. Restoration of museums, historical sites and archives
- b. Promotion of our cultural heritage through the further development of a curriculum focusing on our history
- c. Promotion of our cultural heritage through relevant festival and cultural activities which highlight OUR heritage
- d. Promotion of our cultural heritage through our tourism product
- e. Promotion of our cultural heritage through our culinary and performing arts
- f. Promotion of our cultural heritage by celebrating our diversity
- g. Honouring our local leaders and heroes
- h. Mandatory cultural heritage testing for graduation (High School)

### Short-term Initiatives (12-months):

- a. Restoring the Performing Arts and Sports facilities – On-going
- b. Identification of a champion for all activities – July 2018
- c. Cultural activities and games – August 2018
- d. Intergenerational Mentorship Programme – October 2018
- e. Curriculum Planning – July 2019
- f. Vigorous restoration of museums and other historical sites – July 2019
- g. Public Relations campaign – October 2019
- h. Students to use tablets for teaching the elderly on learning, e.g., tart making and other activities that define our cultural heritage – January 2019
- i. Legislation to preserve the remaining buildings and artefacts of historic value, including those that are privately owned – December 2019
- j. Creation of an Archive Centre – December 2019
- k. Naturalisation process to include testing on the cultural heritage of the Virgin Islands – September 2019

### ***10.SELF-SUSTAINABLE FOOD SECURITY***

**Self-Sustainable Food Security** creating continuity for the Territory in food production in the event the possibility of importing goods is halted or disturbed due to man-made and natural disasters, or the reduction in carrier services.

## Public Service Transformation- Logical Framework

### Vision:

- a. To provide an affordable supply of certified food that is locally grown and sustainably harvested, maintaining a healthy and balanced environment, while incorporating the use of appropriate technologies *by 2030*.

### Future State (Year: 2030)

- a. A variety of locally derived food products are available and used in homes, schools, restaurants etc. through increased local food market outlets.
- b. Agriculture and fisheries are incorporated into the Territory's standard education curriculum at all levels to stimulate exposure and participation in these industries as a means of ensuring their sustainability.
- c. Agriculture and fisheries are major contributors to the economy of the Virgin Islands through their;
  - i. contribution to the food supply,
  - ii. health of the general populace,
  - iii. tourism,
  - iv. development of support and value-added services, and
  - v. other activities necessary to maintain and diversify these industries.
- d. Food imports are reduced by 5 – 25%, and where a particular food supply can be grown and harvested locally, restrictions and disincentives are placed on its import.
- e. The agriculture and fishing industries are climate resilient and able to quickly recuperate from natural and other disasters based on a carefully engineered system designed to ensure the resilience of these industries, e.g. food storage, seed banks etc.
- f. Adequate water supply will be available to all farmers and fishermen.

### Short-term Initiatives (12 months)

- a. Food security policy, strategy and action plan – September 2019
- b. School farms – December 2018
- c. Identification of designated spaces for farming – December 2018
- d. Improving the fishing industry – September 2019

### ***11. PROTECTED AND PRISTINE NATURAL RESOURCES***

**Protected and Pristine Natural Resources** allowing for the increase in the preservation of the British Virgin Islands natural resources and the promotion of the territory as a tourist destination, affording benefits to tourist and locals alike.

## Public Service Transformation- Logical Framework

### Vision:

- a. A clean, healthy, nurtured and well-protected marine and terrestrial environment for the promotion of a high quality of life and sustainable economic growth.

### Future State (Year: 2030)

- a. Green hillsides – high-quality vegetation (native and endemic species, mature trees and old growth forests)
- b. World-class beaches – crystal clear water, white sand with natural vegetation, place-appropriate amenities, accessible
- c. Green spaces in communities
- d. Zero pollution in the environment
- e. Vibrant, healthy, bio-diverse wetlands, coral reefs and marine life
- f. A population comprised of educated stewards of the environment

### Short-term Initiatives (12 months)

- a. Declaration of proposed protected areas in the approved British Virgin Islands Protected Areas System Plan – November 2018
- b. Draft Environmental Management and Climate Change Bill passed in the House of Assembly – December 2018
  - i. N.B. From the technical perspective, this is seen as the priority action to achieve the agreed vision.
- c. Recycling and ban on plastic bags – December 2018
- d. Solar/wind energy integration in the reconstruction of public facilities, in particular schools – December 2018
- e. Reforestation campaign focused initially on mangroves and beach vegetation – July 2019

## GENERAL OBSERVATIONS

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The day was a powerful picture of a cadre of Public Service leaders planning the future state of the Public Service and the Territory. It was clear that participants were fully engaged and energised around the Transformation agenda, something which is needed to advance Public Service Transformation efforts. It also showed how public officers can, and will, collaborate indicating that working in silos can become a thing of the past in the Virgin Islands Public Service.

### NEXT STEPS

The completed Public Service Visioning Day Report will be presented to the Public Service and Cabinet for information. The Report will also be sent to the Recovery and Development Agency to ensure true alignment with the Recovery Plan of the British Virgin Islands and the work of the Public Service in contributing to a stronger, smarter, greener, and better BVI. Thereafter, the information contained in this Report will be used to draft the final Public Service Transformation Plan. Ministries and departments are encouraged to use this Report to guide the development of their strategic plans, work plans, and individual performance plans to ensure true buy-in for the visions created within offices.





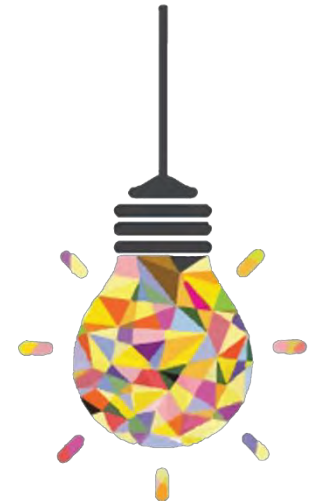
### APPENDIX I

#### Governor's Group

1. Permanent Secretary (Ag.), Mrs. Carolyn Stoutt Igwe
2. Deputy Secretary (Ag.), Mrs. Helen Seymour
3. Human Resources Manager, Ms. Joycelyn Walters
4. Director of Human Resources, Mrs. Michelle Donovan Stevens
5. Deputy Director of Human Resources, Ms. Shavon Henley
6. Human Resources Manager, Learning and Development, Ms. Kaisa Penn
7. Human Resources Manager, Employment, Mrs. Stacia Huggins-Foy
8. Human Resources Assistant, Mr. Joshua Edwards
9. Salaries Officer, Mr. Deron Skelton
10. Commissioner of Police, Mr. Michael Matthews
11. Superintendent, Ms. Jacqueline Vanterpool
12. Superintendent, Mr. St. Clair Amory
13. Detective Superintendent, Mr. Alexis Charles
14. Sergeant, Mrs. Lina Richardson

#### Premier's Office

15. Permanent Secretary (Ag.), Ms. Dawn J. Smith
16. Deputy Secretary, Mrs. Elvia Smith-Maduro
17. Deputy Secretary, Mrs. Geraldine Ritter-Freeman
18. Director of Communications, Mrs. Arliene T. Penn
19. Chief Planner, Mr. Gregory Adams
20. Chief Immigration Officer (Ag.), Mr. Ian Penn
21. Policy Analyst/Strategic Advisor, Ms. Lizette George
22. Assistant Secretary, Mr. Malvern Brathwaite
23. Director, Central Statistics Office, Mr. Raymond Phillips



#### Ministry of Finance

24. Financial Secretary, Mr. Glenroy Forbes
25. Deputy Financial Secretary, Ms. Alva McCall
26. Policy Analyst, Mr. Jeremiah Frett

#### Ministry of Health and Social Development

27. Permanent Secretary, Mrs. Petrona Davies
28. Deputy Secretary, Mrs. Natalie Fahie-Smith
29. Deputy Secretary, Ms. Tasha Bertie
30. Senior Medical Officer, Dr. Ronald Georges
31. Chief Social Development Officer, Mrs. Annie Malone-Frett

#### Ministry of Natural Resources and Labour

## **Public Service Transformation- Logical Framework**

- 32. Permanent Secretary, Mr. Ronald Smith-Berkeley
- 33. Deputy Secretary, Mr. Joseph Smith-Abbott
- 34. Deputy Secretary (Ag.), Ms. LouAnn Hodge
- 35. Assistant Secretary, Mrs. Jennifer Hodge-Penn
- 36. Deputy Chief Conservation and Fisheries Officer (Ag.), Mr. Mervin Hastings
- 37. Environmental Officer/Climate Change, Ms. Angela Burnett-Penn
- 38. Senior Administrative Officer, Mrs. Tessa Smith-Claxton

### **Ministry of Communications and Works**

- 39. Permanent Secretary, Mr. Antony McMaster
- 40. Deputy Secretary (Ag.), Mr. Andrew St. Hilaire
- 41. Deputy Secretary, Mr. Jeremy Hodge
- 42. Director, Water and Sewerage Department, Mrs. Pearline Scatliffe-Leonard
- 43. Director (Ag.), Public Works Department, Mr. Navarro Donovan
- 44. Manager, Telephone Services Management Unit, Mr. Reynell Turnbull
- 45. Assistant Secretary, Ms. Haley Trott

### **Ministry of Education and Culture**

- 46. Permanent Secretary, Dr. Marcia Potter
- 47. Chief Education Officer (Ag.), Mrs. Connie George
- 48. Human Resources Manager, Mrs. LeTaye Garrin
- 49. Human Resources Manager, Ms. Harriet Rivera
- 50. Director, Youth Affairs and Sports, Mrs. Brenda Lettsome-Tye

### **Constitutionally Established Offices**

- 51. Cabinet Secretary, Ms. Sandra Ward
- 52. Deputy Cabinet Secretary, Mrs. Vicki Samuel-Lettsome
- 53. Assistant Cabinet Secretary, Dr. Albert Thompkins
- 54. Communications Officer II, Mr. Kemp Callwood
- 55. Senior Administrative Assistant, Mrs. June Smith-Bramble
- 56. Administrative Officer (Ag.), Ms. Shavorn Sprauve
- 57. Director of Public Prosecutions, Mrs. Kim Hollis, QC
- 58. Principal Crown Counsel, Mrs. Tiffany Scatliffe-Esprit
- 59. Senior Administrative Officer, Mrs. Gale Potter
- 60. Administrative Officer, Mrs. Kim Russell-Romney
- 61. Senior Executive Officer/Personal Assistant, Mrs. Dahlia James
- 62. Executive Director (Regulations), Mr. Neil Smith
- 63. Chairman, Disaster Recovery Coordination Committee, Mr. Brodrick Penn
- 64. Disaster Recovery Coordination Committee, Ms. Patilan Johnson
- 65. Director, Financial Services Implementation Unit, Mr. Kedrick Malone

## APPENDIX B

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*Circulars issued by the Office of the Deputy Governor*  
May 2019 to March 2020

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**OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 03 OF 2019**

**FROM:** Deputy Governor

**TO:** Attorney General  
Financial Secretary  
Cabinet Secretary  
Permanent Secretaries  
Heads of Department  
All Public Officers

**DATE:** 29<sup>th</sup> May, 2019


**SUBJECT:** NATIONAL SERVICE OF THANKSGIVING, PRAYER AND PRAISE

Good day public officers,

Premier, Honourable Andrew A. Fahie has extended an invitation to the public, inclusive of all public officers, to attend the **National Service of Thanksgiving, Prayer and Praise** on Thursday 30<sup>th</sup> May, 2019 at the Ellis Thomas Downs in Sea Cow's Bay commencing at 4:00 p.m.

Permanent Secretaries and Heads and Departments are permitted to allow public officers who wish to attend the Service to leave work at 3:30 p.m. Each office is asked to ensure staff is available to provide assistance to clients who may come to the office during the balance of the workday.

I encourage public officers to attend and participate in this event as we take time to offer thanksgiving, prayer and praise.



**David D. Archer, Jr.**  
Deputy Governor

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**OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 05 OF 2019**

**FROM:** Deputy Governor

**TO:** Attorney General  
Financial Secretary  
Cabinet Secretary  
Permanent Secretaries  
Heads of Department  
All Public Officers

**DATE:** 27<sup>th</sup> August, 2019

**SUBJECT:** PREPARATION FOR THE APPROACH OF TROPICAL STORM DORIAN

Good day public officers,

As you already know, Tropical Storm Dorian is expected to pass south of the Virgin Islands tonight, and its outer bands are expected to bring some rain and gusty winds. I have consulted with the Governor, Premier and DDM regarding this forecast, and we are in agreement that as a Public Service, we should all strive to be not just adequately, but abundantly prepared.

With this in mind, I am requesting that all departments carve out some time today to ensure arrangements are in place to secure their offices and equipment in case the forecasts later today suggest these measures are needed. You are already familiar with issues your individual workspaces would be prone to experience in the event of heavy rain. Please take the necessary steps to protect your computers, office equipment, office furniture and especially, all files and important documents. Take extra care to ensure that the premises are secured as you leave, and likewise, please use an abundance of caution when it comes to securing vehicles and other government assets at the end of the day today.

While I hope that these protective measures are carried out with little to no disruption to the normal function of your various agencies and departments, heads of departments are asked to use their discretion to allow time to complete this activity. Please continue to monitor Tropical Storm Dorian this evening. Most importantly, take time to look over your own homes for any possible weak points that may need to be addressed in case of a more serious threat.

On the current track, we are hopeful that Tropical Storm Dorian will have minimal impact on the Territory, however, we are saying a prayer that the Territory stays safe during the passing of this system and for the duration of the Atlantic Hurricane Season. Even if we are not impacted, we will continue to do all we can to #BeReady as a Territory to deal with the hazards to which we are exposed

Stay tuned to our local radio stations and DDM's social media accounts to keep abreast of Tropical Storm Dorian. This is also a good time to review your departmental Disaster Management Plan.

Finally, be safe and take care of yourself and families!



**David D. Archer, Jr.**

**Deputy Governor:**

**Government of the Virgin Islands** | Central Administration Building | #33 Administration Drive | Road Town  
TORTOLA VG1110 | VIRGIN ISLANDS





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**OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 06 OF 2019**

**FROM:** Deputy Governor

**TO:** Attorney General  
Financial Secretary  
Cabinet Secretary  
Permanent Secretaries  
Heads of Department  
All Public Officers

**DATE:** 9<sup>th</sup> September, 2019

**SUBJECT:** **MALFUNCTION OF AIR CONDITION SYSTEM AT THE CENTRAL  
ADMINISTRATION COMPLEX**

Good day public officers,

For the past week, the cooling system at the Central Administration Complex (CAC) has malfunctioned resulting in extremely difficult working conditions for the occupants of the building. Given the current climate conditions we are experiencing in the Territory, particularly in the afternoon when the temperature is at its highest, measures have to be implemented to allow for some ease for the building's occupants.

I have met with the Manager of the Facilities Management Unit, Mr. Arriel Donovan and everything possible is being done to rectify the situation. Contact has been made with TRANE Puerto Rico Inc., the company responsible for providing and installing the system at the CAC, and they have promised to have the parts and a technician on island by the end of the week.

Your health and safety are of paramount importance. I am therefore asking Heads of Departments to analyse the situation to determine how best to ensure that core services to clients may continue in light of the circumstances. Heads are also asked to consider varying working hours, relaxed office attire and ensure that water is provided throughout the day.

I apologise that this situation has created an even more uncomfortable environment for public officers in the CAC, but please know that we are exhausting all efforts to rectify the situation in the quickest time possible.

As usual, feel free to contact me directly if you have any questions or concerns.

**David D. Archer, Jr.**  
Deputy Governor



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**OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 07 OF 2019**

**FROM:** Deputy Governor

**TO:** Attorney General  
Financial Secretary  
Cabinet Secretary  
Permanent Secretaries  
Heads of Department  
All Public Officers

**DATE:** 10<sup>th</sup> November, 2019

**SUBJECT:** 2019 Remembrance Day Service

Good day public officers,

On Remembrance Day we focus our attention on those who gave their lives that we might continue to live in freedom and democracy. This tradition was started by servicemen and women to make sure later generations never forget the suffering caused by the 1914-1919 World War. The wearing of poppies on Remembrance Day has become much more than a national tribute to the dead. It also represents a symbol of remembrance, compassion and caring for all victims of war through most of the English-speaking world.

The funds raised from the Poppy Appeal further demonstrate this compassion in very practical ways by providing assistance to ex-servicemen and women, and their dependents. Each year, the BVI contributes significantly to the Appeal through the sale of poppies by various organisations throughout the Territory.

Public Officers are invited to attend the **Remembrance Day Service**, which will be held at the **Eileene L. Parsons Auditorium, H. Laverty Stoutt Community College** on **Sunday, 10<sup>th</sup> November, 2019. Beginning at 3:30 p.m.**, there will be a short procession of veterans, paramilitary organisations and bands along the road leading from the entrance of the H. Laverty Stoutt Community College to the Eileene L. Parsons Auditorium where the service will commence immediately thereafter. All ex-servicemen and women and uniformed organisations have been invited to participate in the service. His Excellency the Governor and the Honourable Premier will participate by the reading of a scripture and laying of wreaths. Additionally, the Commissioner of Police and an ex-serviceman will also lay wreaths.

You are encouraged to purchase poppies which are available at the Office of Deputy Governor and support the efforts for Remembrance Day. Poppies will also be on sale at the Service.



**David D. Archer, Jr.**  
Deputy Governor

Government of the Virgin Islands | Central Administration Building | #33 Administration Drive | Road Town  
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**OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 08 OF 2019**

**FROM:** Deputy Governor

**TO:** Attorney General  
Financial Secretary  
Cabinet Secretary  
Permanent Secretaries  
Heads of Department  
All Public Officers

**DATE:** 9<sup>th</sup> December, 2019

**SUBJECT:** Participation of Heads of Departments and Public Officers in the Procession and State Funeral for Honourable Ralph T. O'Neal, OBE Member Emeritus

Good day all,

The **State Funeral** for the late Honourable Ralph T. O'Neal, OBE Member Emeritus will be held on **Wednesday, 11<sup>th</sup> December, 2019** at the **Multi-Purpose Sports Complex beginning at 10 a.m.** Prior to the State Funeral, there will be a **procession of the body** from the grounds of the **Ralph T. O'Neal Administration Complex** to the **Multi-Purpose Sports Complex** that will **begin at 9:00 a.m.**

Heads of Departments and Public Officers are encouraged to participate in the procession and State Funeral. You are being asked **to be in place and ready to process by 8:30 a.m.** for a prompt start at 9:00 a.m. from the Ralph T. O'Neal Administration Complex, towards the traffic lights on Waterfront Drive, moving right towards the roundabout on to the James Walter Francis Highway, turning left on to Flemming Street, then on to Fishlock Road towards the House of Assembly, followed by a right on to Pickering Street toward the Botanic Gardens, then finally a right on Station Avenue on to the Multi-Purpose Sports Complex.

Honourable Ralph T. O'Neal, OBE Member Emeritus' invaluable contributions to the Public Service began in 1951 when he served as a Primary School teacher for the Road Town Primary School and later the East End Primary School. He also made contributions as Clerk of the Legislative Council, Administrative Secretary, Trade and Production; Treasurer, Chief Education Officer, Labour Commissioner, Telecommunications Officer and Secretary to Government before going into politics and public office in 1975.

He was the longest-serving elected politician in the history of the Territory of the Virgin Islands, having served in the House of Assembly and Legislative Council for almost forty (40) years. Hon. O'Neal served consecutively from September 1975 as member for the Seventh District, before it became the Ninth District, until his retirement from active politics in 2015. On 6<sup>th</sup> July, 2015, the House of Assembly honoured Hon. O'Neal by passing a Resolution bestowing upon him Member Emeritus status.

Your participation in the procession and State Funeral is expected as we pay our last respects to Honourable Ralph T. O'Neal, OBE Member Emeritus for his significant contribution towards the development of this Territory.



**David D. Archer, Jr.**

**Deputy Governor**

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**OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 09 OF 2019**

**FROM:** Deputy Governor

**TO:** Attorney General  
Financial Secretary  
Cabinet Secretary  
Permanent Secretaries  
Heads of Departments  
All Public Officers

**DATE:** 13<sup>th</sup> December, 2019

**SUBJECT:** **2019 CHRISTMAS HOLIDAY SCHEDULE**

As we approach the end of another year, I pause to thank public officers for their extraordinary service and invaluable commitment for the 2019 work year and to give notice of the following hours of work for public officers during the holiday season:

- a. **Tuesday, 24<sup>th</sup> December, 2019**  
Government offices will be closed at 1:00 p.m. and public officers may leave at that time.
- b. **Wednesday, 25<sup>th</sup> December, 2019**  
Government offices will be closed in observance of Christmas Day, a public holiday.
- c. **Thursday, 26<sup>th</sup> December, 2019**  
Government offices will be closed in observance of Boxing Day, a public holiday.
- d. **Tuesday, 31<sup>st</sup> December, 2019**  
Government offices will be closed at 1:00 p.m. and public officers may leave at that time.
- e. **Wednesday, 1<sup>st</sup> January, 2020**  
Government offices will be closed in observance of New Year's Day, a public holiday.

Departments that provide direct services to the public should take steps to advise the public accordingly. The usual exceptions apply for **essential services**, and those services with required operating hours as regulated by law, such as the Post Office and Registries.

It is important to note the following in particular:

- a. Essential services staff who cannot be released at 1:00 p.m. on Tuesday, 24<sup>th</sup> December, 2019 may be awarded equivalent time off on another day on or before Tuesday, 31<sup>st</sup> December, 2019.
- b. Essential services staff who cannot be released at 1:00 p.m. on Tuesday, 31<sup>st</sup> December, 2019 may be awarded equivalent time off on another day on or before Friday, 3<sup>rd</sup> January, 2020.
- c. The two half days on the 24<sup>th</sup> and 31<sup>st</sup> December, are granted to officers who are at work on those days only and do not extend to officers on leave on those days.
- d. Officers and services that are normally open to the public after regular office hours, and on weekends or holidays, will, of course, maintain such services with sufficient staff.


2019 Christmas Holiday Schedule

13<sup>th</sup> December, 2019

Page 2

I extend warm wishes to you for a safe and happy Holiday Season and a bright, prosperous New Year when it comes. Thank you for being resilient, committed and a source of inspiration as you maintained your steadfastness of being public officers in 2020.

I am proud of you!



**David D. Archer, Jr.**  
**Deputy Governor**



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**OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 1 of 2020**

**FROM:** Deputy Governor

**TO:** Attorney General  
Financial Secretary  
Cabinet Secretary  
Permanent Secretaries  
Heads of Department  
All Public Officers

**DATE:** 5<sup>th</sup> March, 2020

**SUBJECT:** **INTERIM PUBLIC SERVICE TRAVEL POLICY IN RESPONSE TO THE 2019 NOVEL CORONAVIRUS**

As a result of the continued global spread of the 2019 Novel Coronavirus, **the Cabinet of the Virgin Islands has decided on the following interim Public Service Travel Policy in response to the 2019 Novel Coronavirus:**

- a. There should be no business travel for public officers and officials to high risk areas within countries that have been designated by the World Health Organisation (WHO) as having confirmed cases of Coronavirus.
- b. Pressing business needs to any of these jurisdictions must be approved by the Cabinet;
- c. Persons who have travelled to an affected area for business or personal travel or believe they have been in contact with someone who has been infected by the virus while travelling, should adhere to the following procedures immediately upon their return to the Territory:
  - i. Complete and submit the public health declaration form provided at ports of entry to the designated public officer at the port of entry;
  - ii. Present themselves to a designated Public Health Facility for a medical assessment and a determination as to if they should undergo testing for Coronavirus;
  - iii. Follow all procedures and instructions of the medical personnel at the designated Public Health Facility; and
  - iv. Do not report to the office during this period of time and until they are able to present a medical certificate of health completed by a licensed physician from the designated Public Health Facility confirming that they have been deemed medically cleared to return to the workplace.

The current situation in the Region now requires very close monitoring of official travel for public officers and officials. Every effort should be made to engage in meeting via online systems and technology. Your full cooperation is expected as we continue to inform, guide and protect public officers' well-being as it relates to the Coronavirus.

**David D. Archer, Jr.**  
**Deputy Governor**

**Attachment – Coronavirus Disease (COVID-2019) Situation Reports – 4<sup>th</sup> March, 2020**

<https://www.who.int/emergencies/diseases/novel-coronavirus-2019/situation-reports>

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**OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 2 of 2020**

**FROM:** Deputy Governor

**TO:** Attorney General  
Financial Secretary  
Cabinet Secretary  
Permanent Secretaries  
Heads of Department  
All Public Officers

**DATE:** 5<sup>th</sup> March, 2020

**SUBJECT:** WORKPLACE GUIDELINES FOR 2019 NOVEL CORONAVIRUS (COVID-19)

I write after consulting and being advised by the Ministry of Health and Social Development as they lead the preparedness strategy for the Coronavirus for the Territory. This circular is presented to public officers to inform, guide and protect their well-being as it relates to the Coronavirus.

**When did the Coronavirus first appear?**

The Coronavirus has spread rapidly since it first appeared in December 2019 in Wuhan, China. With an incubation period of at least two weeks, the virus has spread outside of China, despite Chinese travel bans. Health authorities now believe infected people can spread the virus before they begin to show symptoms, increasing the likelihood that they will pass the illness to others. There have been cases reported in many countries now including the Caribbean Region. As a result, the Caribbean Public Health Agency (CARPHA) upgraded the risk of transmission of the Coronavirus in the Caribbean from moderate to high.

The World Health Organisation (WHO) on January 30, 2020 declared that the Coronavirus was a global public health emergency. News that cases of the newly-identified 2019 Novel Coronavirus (also referred to as COVID-19, 2019-nCoV, or SARS-CoV-2, but more commonly known simply as the "Coronavirus") continue to spread and have prompted the Government to think about employee safety and ways to address disease prevention in the workplace.

**What is the Coronavirus and how is it transmitted?**

At this point, relatively little is still known about the Coronavirus. The initial reports of the illness originated in Wuhan, China, where it was reported that people likely contracted the virus from animals at a seafood and animal market. Experts believe that the virus is spreading from human-to-human when an infected person coughs or sneezes, similar to the spread of a cold or flu.

Community spread, defined by the Centre for Disease Control (CDC) as person-to-person transmission in which some people have been infected who are not sure how or where they became infected, is now occurring in many of the affected areas. In light of this, the BVI, by way of Cabinet Order published in the Gazette on February 14, 2020 reinstated visa requirements for Chinese nationals entering the Virgin Islands.

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### **What Are the Primary Symptoms of the Coronavirus?**

In the confirmed cases of Coronavirus thus far, affected individuals have reported mild to severe respiratory symptoms, fever, cough, shortness of breath, and breathing difficulties. In severe cases, the virus has led to pneumonia and kidney failure and has resulted in an increasing number of deaths. Symptoms may appear within two to fourteen days after exposure; however, some infected individuals have shown little to no symptoms. It has been noted that persons with chronic ailments such as heart disease, high blood pressure or diabetes have a higher risk of becoming infected.

### **How Can the Spread of the Coronavirus Be Prevented?**

Public officers are being asked to take precautions to prevent the spread of the Coronavirus, just as they would with the common cold. Because there is presently no Coronavirus vaccine available, it is highly recommended by the World Health Organisation and the Ministry of Health and Social Development that standard infection control procedures to reduce the risk of spreading this respiratory virus are strictly adhered to; such as:

- Washing hands with soap and water for at least 20 seconds, or, if soap is not available, using hand sanitizer;
- Avoid touching your mouth, eyes and nose;
- Avoid close contact with people who are sick (coughing, sneezing);
- Sneezing and coughing into your elbow rather than in your hand
- Staying at home when you are sick; and
- Disinfecting frequently touched objects and surfaces such as elevator buttons, doorknobs/handles, countertops and desks.

The Ministry of Health and Social Development will provide departments with sufficient supplies to support the need for increased hygiene practices.

### **Travel Restrictions for Public Officers**

Although the World Health Organisation is currently not advising any restrictions on international travel, except travel to and from China and other areas where the virus has significantly impacted, such as Hong Kong, Italy, etc; it is important that we do not unnecessarily increase the risk to the Territory as a result of elective travel by public officers. See **Appendix 1** for full list of affected countries as issued by the World Health Organisation.

### **The Cabinet of the Virgin Islands has decided on the following interim Public Service Travel Policy in response to the 2019 Novel Coronavirus (Memo No. 80/2020).**

- a. There should be no business travel for public officers and officials to high risk areas within countries that have been designated by the World Health Organisation (WHO) as having confirmed cases of Coronavirus.
- b. Pressing business needs to any of these jurisdictions must be approved by the Cabinet;
- c. Persons who have travelled to an affected area for business or personal travel or believe they have been in contact with someone who has been infected by the virus while travelling, should adhere to the following procedures immediately upon their return to the Territory:
  - i. Complete and submit the public health declaration form provided at ports of entry to the designated public officer at the port of entry;

- ii. Present themselves to a designated Public Health Facility for a medical assessment and a determination as to if they should undergo testing for Coronavirus;
- iii. Follow all procedures and instructions of the medical personnel at the designated Public Health Facility; and
- iv. Do not report to the office during this period of time and until they are able to present a medical certificate of health completed by a licensed physician from the designated Public Health Facility confirming that they have been deemed medically cleared to return to the workplace.

Based on the Cabinet decision and as the current situation in the Region (involving new identified cases) now requires very close monitoring of official travel for public officers and officials. Every effort should be made to engage in meeting via online systems and technology.

#### **What kind of Workplace Hygiene Practices are required?**

A checklist is available and has been circulated to determine the level of readiness in the Public Service (**Appendix 2**). Human Resource Managers are expected to ensure completion of this checklist for each Department/Unit/Division. Following submission, an analysis of the information will be carried out and site visits will be made to ensure full compliance of the requisite health and safety requirements. The following should be carried out within workplaces:

1. Posters that encourage staying home when sick, cough and sneeze etiquette and hand hygiene should be visibly placed at entrances and throughout the workplace.
2. Place tissues and no-touch disposal receptacles for use by employees and customers. Instruct employees to clean their hands often with 60% – 95% alcohol-based hand sanitizer, or wash their hands with soap and water for at least 20 seconds. Soap and water should be used preferentially if hands are visibly dirty.
3. Provide liquid soap and water and alcohol-based hand sanitizers in the workplace in multiple locations (conference rooms, copier rooms, kitchens) as well as for field officers. Ensure that adequate supplies are maintained. It is important not to dilute the liquid soap as this reduces its strength and effectiveness.
4. Routinely clean all frequently touched surfaces in the workplace, such as workstations, countertops and doorknobs with disposable disinfectant wipes and commonly used cleaning agents that are usually used in these areas and follow the directions on the label. ***NB: Fabuloso is not a disinfectant; it is a deodorizer and should not be used in the place of or mixed with disinfectants.***
5. Officers who are actively demonstrating symptoms (coughing, sneezing and fever) on the job should be offered a mask, isolated from the rest of the staff and the Public Health Unit immediately notified. These procedures are mandatory as the Ministry of Health and Social Development mandated procedures to reduce the spread of the Coronavirus. The Public Health Unit will also assist offices in sanitizing their offices should an officer become ill.

#### **When should I wear a face mask?**

Many people have considered donning face masks to protect themselves from the virus, but health officials generally do not recommend face masks for people who are well. You should only wear a face mask if you are sick with the virus or caring for other

people who are sick. In particular, people with COVID-19 should wear a face mask if they visit their doctor's office.

**What should I do if I am sick?**

In keeping with the Government of the Virgin Islands' Health, Safety and Welfare Policy, it is paramount, so far as is reasonable and practicable, to ensure the protection of officers, clients and visitors from hazards and risks. Public officers who are sick are to remain at home and seek medical attention to prevent the spread of the virus. The Government of the Virgin Islands has a sick leave policy available for public officers which will cover periods of illnesses for public officers. Public officers are required to follow the normal sick leave policy during this period.

If an illness persists beyond the normal allotted sick leave time, officers are encouraged to keep their line managers updated and stay in contact with their physician especially if symptoms worsen. Human Resource Managers will be able to respond to questions related to sick leave during this public health emergency. We are all expected to do what is required of us to ensure that we are able to provide a healthy workplace and place of business for all.

**What do I do if I suspect I have the virus?**

Before going to the doctor, call ahead and let your physician know your symptoms related to COVID-19. This way, your health care provider can take steps to prevent others at home or in the office from being infected.

Once tested for COVID-19, stay home even if you have mild symptoms as you await the results of the test. Even if you have not tested positive for the Novel Coronavirus, if you are experiencing mild symptoms such as fever, cough or sore throat, you should isolate yourself at home while you are sick. That means, do not go to the office, school or public areas, and avoid using public transportation. While at home, you should also separate yourself from other people as much as possible, for example, by staying in a specific room, and using a separate bathroom if one is available.

In addition, you should limit contact with your pets until more information is known about whether the virus can spread to other animals. There are currently no confirmed reports of people transmitting the infection to their pets.

**What should I do if I test positive for the virus?**

Persons who have been confirmed to have COVID-19 should follow the direction of the Public Health Officer, monitor their symptoms and seek medical care if their symptoms worsen. Symptoms that require medical attention include high fever, weakness, lethargy or shortness of breath. Medical care for these symptoms is particularly important for those who are older or who have underlying medical conditions as these persons appear to be most at risk for serious complications from COVID-19.

Do not report to the office during this period of time and inform your department and the Director of Human Resources through medical certification from your physician.

**Conclusion**

The Government of the Virgin Islands has implemented a multi-agency approach to prepare for, detect and respond to the spread of the Coronavirus. On 3<sup>rd</sup> March, 2020 the National Emergency Operations Center (NEOC) was activated at Level 1 to ensure Territory-wide coordination and to provide guidance on the efforts needed to prepare



for the possible impact of the Coronavirus on the Territory. The NEOC represents the highest level of command and control that is activated in a national emergency. However, considering that the Coronavirus is a Public Health Emergency, the Ministry of Health and Social Development will continue to serve as the lead agency in planning for, initiating, directing and coordinating response operations at this level of the NEOC activation.

A Public Service Task Force is now in place and has been set up to help support the Ministry of Health and Social Development in their preparedness efforts and to respond to any concerns you may have. Members of the Task Force include Human Resource Managers who should be your first point of contact with any matters you might have related to workplace procedures. The Public Service Task Force will remain engaged and actively monitor the situation to ensure that the Public Service is informed and guided accordingly.

We care and remain committed to ensuring the safety and well-being of the Public Service.



**David D. Archer, Jr.**  
**Deputy Governor**

**Appendices:**

- Appendix 1 – Full list of affected countries as issued by the World Health Organisation – 4<sup>th</sup> March, 2020
- Appendix 2 – Public Service Level of Preparedness Checklist

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**OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 3 of 2020**

**FROM:** Deputy Governor

**TO:** Attorney General  
Financial Secretary  
Cabinet Secretary  
Permanent Secretaries  
Heads of Department  
All Public Officers

**DATE:** 18<sup>th</sup> March, 2020

**SUBJECT:** PUBLIC SERVICE CONTINUITY OF OPERATIONS  
(In Light of the Coronavirus Pandemic)

Good day public officers,

Your health and safety during this time regarding the Coronavirus remain of the highest priority. I am fully aware that you continue to work diligently notwithstanding personal concerns for your health and that of your families. For this, I commend you and continue to offer support during this period of uncertainty.

As a result of the continued global spread of the 2019 Novel Coronavirus and to support the well-being of public officers, the Cabinet of the Virgin Islands on 18<sup>th</sup> March, 2020 has decided on the following **Public Service Continuity of Operations Policy**.

1. Offices will remain open, remote functioning will be initiated to ensure no interruption of services and the safety of the population. Remote functioning will be implemented through the use of flexible work arrangements and the ability for the Department of Information Technology to provide the necessary services and resources, and taking into consideration, the current challenges and restrictions with bandwidth, equipment and resources. Departments operating schedules may be adjusted to provide varied hours for client and employee flexibility;
2. Access to the public will be executed in accordance with internationally tested and accepted social distancing guidelines and signage including controlled entry to customers and clients, use of an appointment system, provision of documents electronically and offering special care and attention to the elderly, children and pregnant women;
3. All Public Service ceremonies will be halted at this time. Face to face meetings should have no more than 5 persons in attendance. Remote technology for meetings will be utilised when possible;
4. Public Officers with a medical history of chronic illness should be immediately allowed to work remotely and should immediately make themselves known to the Human Resources Department through their Department Head for formal permission;
5. Public Officers who are generally unwell should not report to work and should follow the normal leave policy and reporting requirements. Where applicable the current health alert procedures issued by the Ministry of Health and Social Development are to be strictly applied;

6. Public Officers who have travelled outside of the Territory must obtain formal clearance to return to work from the public health authorities (Port Health Officers) before returning to the workplace. Additionally, if they have come into contact with persons in their household who have travelled outside the Territory, the public officer before returning to work must complete and submit the Return to Work form (Appendix 1) to the Human Resources Department authorising the officer to return to work before reporting;
7. Government vehicles and offices should be regularly sanitised at the responsibility of the assigned Departments. Vehicles should not carry unauthorised persons at any time;
8. No children (persons under the age of 18) should be allowed in the workplace at any time. Parents with children at home as a result of school closure or illness should first utilise home care resources. If unable to do so, then the parents should try to alternate childcare responsibilities and may be permitted to work remotely (where applicable) through discussion with their Head of Department;
9. Pandemic leave provisions will be considered in a compassionate manner to ensure the continuity of services. This will be offered to persons within the Judiciary, Teaching Service Commission, public officers, contract employees, cadets and interns. Pandemic Leave refers to compassionate leave that is provided during pandemic periods to allow for quarantine and isolation of public officers as well as those who must care for children during mandatory closure of schools;
10. This Policy also applies to Essential Workers through Department Heads application without reducing the provision of needed essential services; and
11. The Employee Assistance Programme will remain accessible to all employees who may require their services.


Please note, in all of the above cases referencing leave, your annual and/or sick leave allotment will not be affected.

In addition, Item #4 of the Policy applies to vulnerable groups including elderly persons (60+), children, pregnant women, disabled persons and persons with underlying and chronic health conditions:

- chronic (long-term) respiratory diseases, such as asthma, chronic obstructive pulmonary disease (COPD), emphysema or bronchitis, chronic heart disease, such as heart failure, chronic kidney disease, chronic liver disease, such as hepatitis, chronic neurological conditions, such as Parkinson's disease, motor neurone disease, multiple sclerosis (MS), cerebral palsy, diabetes, problems with your spleen – for example, sickle cell disease, a weakened immune system as the result of conditions such as HIV and AIDS.

I realise that the following Policy will come with expected questions, I, therefore, invite you to email me directly at [DArcher@gov.vg](mailto:DArcher@gov.vg) with questions. In addition, tomorrow ( Thursday 19<sup>th</sup> March, 2020) from 12:00 noon to 1:00 p.m., I will host a Question and Answer segment via Facebook live on the Government of the Virgin Islands Facebook page to further explain the policy and answer any questions. Further details on the administration and execution of the above Policy will be coordinated by the Director of Human Resources through upcoming communication.

My hope is built on nothing less than ensuring your health and safety is a priority. Collectively, we will support each other during this period.



**David D. Archer, Jr.**  
Deputy Governor



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**OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 4 of 2020**

**FROM:** Deputy Governor

**TO:** Attorney General  
Financial Secretary  
Cabinet Secretary  
Permanent Secretaries  
Heads of Department  
All Public Officers

**DATE:** 19<sup>th</sup> March, 2020

**SUBJECT:** CONTINUITY OF OPERATIONS ARRANGEMENT FOR SUPREME COURT, MAGISTRACY AND THE ROYAL VI POLICE FORCE  
(In light of the Coronavirus Pandemic)

Good day public officers,

The Judicial Branch of Government remains a vital component of the administration of justice in the Territory. Given the significant role that legal practitioners and law enforcement play in this regard, their health and safety and that of those they serve during this time must remain a priority. As Deputy Governor, I am cognisant that the administration of justice is of utmost importance in any society, but I take interest in the wellbeing of the men and women who work diligently and serve on the frontline to ensure law and order in the Virgin Islands. Equally, I am mindful of the persons who make contact with our judicial entities every day; they too must be protected.

As there continues to be concerns associated with the global spread of the 2019 Novel Coronavirus, and to ensure the well-being of our Judiciary, its clients and law enforcement officers, the Cabinet of the Virgin Islands on 19<sup>th</sup> March, 2020 has decided on the following **Continuity of Operations Arrangement For Supreme Court, Magistracy and the Royal VI Police Force**.

Please note the steps being taken by the Courts in preparation for the Coronavirus and its possible impacts:

1. All civil cases will be rescheduled on a staggered basis beginning 17<sup>th</sup> March, 2020 to minimize large crowds; and persons will be admitted to the premises only when their matter is called;
2. The array of jurors will not be recalled for the remainder of this session because of proximity issues so that until the court breaks on Holy Thursday (9<sup>th</sup> April, 2020) there will not be an opportunity to hold a jury trial;
3. The criminal judge will continue to facilitate the scheduling of matters administratively on paper;
4. As far as it is practicable, cases will continue in the Civil and Commercial Courts applying staggered listings and controlled numbers;
5. Urgent matters will always be heard by video link, if not in person, across all divisions of the Court;

6. Should the need to increase the level of mitigation arise, cases will be heard by video link (as is being done today and tomorrow in the Commercial division to accommodate counsel from the UK who could not attend due to the quarantine measures);
7. The court office will remain open to the public unless otherwise instructed using similar controls. Extra measures are being put in place to continue critical searches, filing of certain matters and scheduling of cases and case management by electronic means with the assistance of Headquarters and Department of Information Technology;
8. There will be very few hearings and court sessions are likely to be restricted to administrative matters only;
9. For the Civil Court, the intention is to have staggered hearings to avoid unnecessary contact; and
10. Arrangements are also being made for calls to the Bar, where a number of family members would normally be invited to attend. No more than three immediate family members would be allowed to attend in person, but arrangements will be made for other family members to follow by video link.

The public is asked to note that the actions that are relevant to the Supreme Court are also relevant to the Magistracy. Details for legal practitioners are attached to support this Circular.

I realise that the following Policy will come with expected questions, you are therefore invited to contact the Registrar General, Mrs. Erica Smith-Penn at ErSmith-Penn@gov.vg. Your full cooperation is expected as we continue to inform, guide and protect public officers and the Territory at large.



David D. Archer, Jr.  
Deputy Governor





# Strategic Policy, Planning and Performance in BVI – Organisational Design Report

Project No. CPG/2789/2018

**DELACEY PETER, POLICY AND MONITORING &  
EVALUATION CONSULTANT  
FELICIA LINCH, LEAD ADVISOR**

**GOVERNMENT OF THE BRITISH VIRGIN ISLANDS  
PUBLIC SECTOR TRANSFORMATION PLAN**

The contents of this report are the sole responsibility of PAI (Public Administration International) and can in no way be taken to reflect the views of the UK Foreign and Commonwealth Office



DRAFT

## 1. INTRODUCTION

The objective of this document is to address the process of policy, planning, and monitoring and evaluation in the Virgin Islands by improving and strengthening the link between policy, planning and the budget process, and by building more effective systems for policy monitoring and evaluation and accountability.

### The Importance of Policy and Planning

‘Public policy’ refers to the policy made by Governments, as distinct from the policy of a business or other organisation. Traditionally, a Government’s ‘policy’ on an issue is the Government’s view on it – its interpretation of the problem at the heart of the issue and its broad sense of how best to tackle such problems. Therefore, policy is about:

- identifying a problem and figuring out ways to solve it;
- addressing a new need or responding to a new challenge;
- articulating actions to deliver ‘outcomes’ – desired changes in the real world;
- or evaluating something to see if it can be improved.

Policy and planning are important because they are the process by which Governments translate their political vision into programmes. Political parties outline general and specific commitments during election campaigns. Once elected a Government should clearly articulate and implement these by re-casting them as policy objectives that then form their policy agenda. Policy-making is a dynamic process, it goes beyond Governments simply acting on the promises they make prior to an election, but involves, once elected, using evidence from within and outside Government to properly identify problems and issues that emerge during their time in office, and developing policy objectives to address them.

Once a Government’s policy objectives are clear this allows the Public Service to support them by ‘putting feet to their vision’ by developing strategic plans which provide a road map for how each ministry will deliver its programmes and projects to achieve the Government’s stated policy objectives.

Therefore, policy and planning are critical for the Executive to govern well and achieve what they promised the electorate. Moreover, it is a central pillar in establishing and maintaining Good Governance because without a Government setting clear policy objectives linked to a National Plan there is no transparency and citizens cannot hold Government accountable. Good Governance also requires collective action, i.e. by all stakeholders, not just the state, and without a



clear policy agenda, supported by a robust policy development process, stakeholders cannot participate in tackling the social and economic issues that they face.

### **Why is it important to align the policy and planning processes with budgeting?**

As mentioned planning ‘gives feet to vision’. But planning alone is insufficient. Plans can only be executed if resources are allocated to them. This is the purpose of the budget process – to lawfully authorise the resources needed to carry out public policy. Therefore, budgets must be aligned to Government Policy and the associated strategic plans. Without this alignment Government will likely spend precious resource on activities that will not necessarily deliver on their policy objectives; in short, they are ‘gambling’.

### **What does Monitoring and Evaluation have to do with policy?**

Monitoring and Evaluation (M&E) is an important component of the policy-making process. In 2015 the United Nations Development Programme (UNDP) made a presentation on “The Role of Monitoring and Evaluation in Improving Public Policies – Challenges and Achievements<sup>1</sup>”. They noted that:

*“Monitoring and Evaluation activities are meant to inform...*

- *governments*
- *policymakers*
- *practitioners and society at large*

*Whether programmes are working;*

- *as planned*
- *over-performing or*
- *under-performing”*

In short, Monitoring and Evaluation supports the delivery of results and provides accountability and transparency.

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<sup>1</sup> Presentation made by IPC-IG's Research Coordinator, Fábio Veras Soares at the International Conference on the Institutionalization of Public Policies Evaluation", held in Rabat, on 5 October, 2015.

Three options are being presented in this report:

- Option 1: Maintain the Status Quo – continue with policy being dispersed across a number of sources and with little or no link between policy, planning, and budgeting;
- Option 2: Establish a Strategic Policy and Planning Unit (SPPU) within the Premier's Office, as the 'centre of Government'. The role of SPPU is to support the development of 2 primary documents, namely the Government's high-level National Sustainable Development Plan (NSDP) and its Policy Agenda. Thereafter, their role is to provide strategic advice and coordination in the implementation of these 2 documents. Additionally, this option proposes the establishment of a Monitoring and Evaluation Unit (MEU) within the Cabinet Secretariat, widening their role in supporting Cabinet in its role of policy-making. This includes developing and monitoring a National Performance Framework that aligns to the NSDP and Policy Agenda. The Cabinet Secretariat's role of coordinating Cabinet papers, facilitating Cabinet meetings and committees, and disseminating decisions is a natural fit with monitoring and evaluating key performance indicators that align to the Government's policy agenda and subsequent decisions taken at Cabinet.
- Option 3: Establish a Strategic Policy, Planning, and Performance Unit (SPPPU). The unit would be responsible for the development and coordination of policy, planning, and additionally performance evaluation. The SPPPU would be located within the Office of the Premier.

The recommendation being made is to adopt option 2. The rationale for the recommendation is set out later in this report.

In the short term, the SPPU will aim to resolve some of the key issues, opportunities, and constraints identified and discussed in this document. However, one of the main aims of the SPPU is to identify national priorities and produce strategic action plans that draw on resources across all ministries. This is why one of its main tasks is to lead on the development of a National Sustainable Development Plan (NSDP). It should be noted that whilst currently, no National Sustainable Development Plan (NSDP) exists, there are some other high-level critical plans and strategies already completed or being developed, including but not limited to, the Recovery and Development Plan, the National Physical Development Plan, the National ICT Policy, Strategy and Plan and the Public Service Transformation Strategy that guides the Public Service Transformation

Programme. All these plans and strategies must take their steer from the Government's policy agenda and ideally the National Sustainable Development Plan as their purpose is to facilitate achievement of what is set out in these 2 primary documents.

The SPPU will also provide independent policy analysis having identified challenges and priorities, and, strategic advice to the Premier as Head of Government. This means that the SPPU must be forward thinking and bring fresh new ideas and approaches to how policy and strategy should be developed to meet new challenges and the ever-changing economic and social landscape.

The establishment of the SPPU in the Premier's Office is a major initiative in the Government's effort to improve policy and planning coordination across ministries and departments. This means that with better coordination at "the centre of Government", ministries and departments can better develop policies and programmes which are in line with overall Government objectives and priorities.

Whilst ministries and departments remain responsible for policy development and implementation of the same in their own subject areas, the SPPU must also consider cross-ministry and department linkages. SPPU provides critical oversight as well as coordination on how policy in one subject area impacts another, and how this affects the implementation of Government programmes or services that are inter-linked; For example, changes to immigration policies often have an impact on workforce development, which can affect policies and programmes in the Ministry of Labour, and, Ministry of Education. Taking this 'whole of Government' approach will allow the SPPU to coordinate solutions and consider the necessary trade-offs regarding cross-ministry issues as well as, where necessary, identify the most appropriate owner to take the lead. The latter is an important coordinating function, especially where a Government has established statutory agencies or other parastatals to lead in the execution of some Government functions. These entities were widely implemented in the 1980s in the U.K. and Australia with the introduction of what was termed 'new public management'<sup>2</sup>. Thereafter, other Commonwealth jurisdictions followed suit. Two key rationales for their introduction was (i) Greater accountability by disaggregating the central Government, splitting policy and purchasing from execution, and, (ii) improved performance by introducing quasi-private sector management principles that focus on results. However, statutory agencies and parastatals remain Government entities which are executing on behalf of the Government. Therefore, the Government's policy objectives and overall strategy must be clear so that the agency or parastatal know the boundaries of their mandate.

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<sup>2</sup> Hood, C., 'A Public Management for all seasons, Public Administration Vol. 69 Spring 1991 (3-19) <http://newdoc.nccu.edu.tw/teasylabus/110041265941/Hood%20NPM%201991.pdf> [accessed 20/04/2019]

## 2. CONTEXT AND CHALLENGES

### Context

From the stakeholder interviews conducted the consultant was advised that previously there had been a Development Unit in the Office of the Premier. That Unit contained Policy, Planning, including economic planning, and Statistics. On being dissolved the economic planners were re-established in the Ministry of Finance as the Macro-Fiscal Unit, the Statistics function became the Central Statistics Office but the policy component was not maintained within the office and eventually appears to have become obsolete

A review of documents shows that despite the dissolution of the Development Unit efforts were made to re-establish a policy coordination mechanism as far back as 2000. This is reflected in the British Virgin Islands National Integrated Development Strategy (November 2000, Otto O’Neal). However, it would appear that the implementation did not develop as anticipated. It is also clear from discussions with senior public servants that a number of policy development process initiatives and training have been undertaken over the years, but they have been uncoordinated and implemented without adequately building the institutional capacity and human resources capacity needed to maintain and institutionalise it. Currently, there is no dedicated policy function in the Premier’s Office. Whilst there is a Policy Analyst who was originally recruited to develop the policy function, she was subsequently deployed full time as a trade policy analyst tasked with focusing on redesigning the trade policy framework.

### Challenges

**There is no unified approach to policy development and strategic planning.**

In the absence of a formal Strategic Policy and Planning Unit, policy formulation is fragmented, being found in a number of key documents such as the S.E.E.D framework, the Recovery and Development Plan, Budget speeches, and the Throne speech. This means that policy is not comprehensively reviewed or developed but often developed on a single ‘trending issue’ basis, and without the data required for evidence-based policy-making.

Despite past efforts to improve policy-making, ultimately these have not been successful in terms of establishing a Strategic Policy and Planning Unit, nor a clear policy development process. This means there is no whole-of-Government approach that serves to integrate policy decisions from across the different ministries, ensuring consistency with the Government's overall priorities and objectives.

Instead, the Legislative Agenda appears, by default, to have been substituted for a formal Policy Agenda and many think the 2 tools are interchangeable when they are not. The legislation gives effect to the policy. The adopting of the Legislative Agenda as a substitute for a Policy Agenda leads to ministries focusing on the drafting of bills rather than policy briefings. The challenge this presents is documented separately below.

### **The coordination and hierarchy between various policy and planning documents are not clear.**

As mentioned, public policy within GBVI can be found in various documents across the organisation including but not limited to:

- Budget Address
- The Social Economic Environmental and Directive (S.E.E.D.) Framework
- The Speech from the Throne
- The Legislative Agenda (which primarily consolidates the legislation noted in the Budget Address and the Throne speech)
- Recovery to Development Plan
- Public Service Transformation Plan/Strategy
- 2016 National Development Plan

A scan of these documents would suggest that the current institutional framework for policy development is primarily being advanced by the Ministry of Finance, as the S.E.E.D. Framework and the Budget speech are the key Government documents that are regularly updated; and the Governor through the Throne speech. However, since the flooding and hurricanes of 2017, The Recovery to Development Plan of the Virgin Islands should be one of the key planning documents being used but in reality, few ministries appear to be using this document to guide policy, programmes, and projects; save when they collaborate with the Recovery and Development Agency. As regards the Public Service Transformation Programme (PSTP) Plan, a strategy is now being developed which will re-focus the PSTP and this will need to be given due consideration by the ministries, particularly in developing their next budget. Lastly, very few

ministries adopted the 2016 National Development Plan after it was completed, and it appears that only the Premier's Office continue to refer to this document.

### **The relationship between policy, planning and the budget process is not well developed.**

The fragmented approach to policy means that there is no key document to guide the development of ministry strategic plans. Few ministries have strategic plans, and none is required in order to submit a budget.

Where budgets are not guided by articulated policy objectives that inform strategic plans this may lead to ministries simply doing 'the same as they have always done' without considering whether their programmes and projects are sufficient/relevant/able to address any new policy concerns and/or objectives, especially when a new Government is elected. Moreover, without linking policy, planning and budgeting informed decisions cannot be made about what programmes and projects should be the priority and which may need to be placed on hold, especially if there are financial constraints as was the case following the events of 2017.

### **The policy capability across ministries needs strengthening.**

The policy capability in most ministries is weak save for at the most senior level, i.e. the Permanent Secretaries. This likely accounts for why policy reform in key areas such as Immigration, Labour/Workforce Development, and Telecommunications has not been progressed. In some cases, advice has been sought concerning bills and the Attorney General's Chambers had advised that there is a need for policy reform before any new legislation can be advanced. In some cases, this advice was given over 5 years ago and to date has not been addressed. Whilst some may say there has been no political will it is difficult for politicians to find the will without solid evidence and robust strategic policy advice.

In the larger ministries such as the Ministry of Education, Culture, Youth Affairs, Sports and Agriculture and the Ministry of Health, Social Development and Prisons there is greater capacity as these ministries have to address regional and international policy concerns, not just local and so have developed some capability. In addition, senior public officers in the Premier's Office expressed concerns about the lack of a sustainable development plan and focus on policy. The Ministry of Finance was equally concerned about the need to link policy, planning, and budgeting, which they have been attempting to do for a number of



years without success. There is a clear desire for the necessary mechanisms to be established and support to help build strategic capability.

The weakness in policy capability also impacts the Government's ability to successfully progress legislation to Royal Assent. Having reviewed a number of 'instructions to counsel' for the drafting of Bills there was a clear pattern. The senior policy advisors tend to review relevant precedents from across the Caribbean, Commonwealth and other Overseas Territories and then compile a comparison chart and then a draft Bill. This work then goes to the Attorney General's Chambers (A.G.'s Chambers) to 'finalise the bill' and then it is presented to Cabinet who may seek amendments or additions. The process is wholly unsatisfactory with ministries getting frustrated at what they perceive are unnecessary delays by the A.G.'s Chambers and so conclude the Chambers does not have the relevant 'expertise' to support their drafting needs. Conversely, the A.G.'s Chambers is likewise frustrated because they are resource-constrained and this is made all the more challenging when they receive poor drafting instructions that do not give any policy intent and they are expected to 'work it out' when this is not the role of Legal Drafters/Parliamentary Counsel.

The end result is that there is much delay, a lack of clarity as to the purpose and intent of Bills. This impacts the success of passage through the House and it is not uncommon for Bills to be rejected despite a significant amount of time and energy being spent on them.

### **The systems for executing policy need strengthening.**

Despite the fragmented approach to policy development; a careful read of the key documents does provide each ministry with a sense of the Government's agenda. Therefore, the Government should still be able to execute on its agenda. However, it is clear that there are challenges with execution. Often-times reports have been completed, including by external consultants, recommendations made and adopted by Cabinet but these have not been developed into projects and executed.

The Public Service Transformation (PSTP) Team, in conjunction with the Human Resources Department, found that there is a lack of programme and project management capability across line ministries. This is to be expected as the closure of the Training Division has led to there being little or no centralised focus on capacity building for public officers for some time. However, the Human Resources Department is remedying this through the development of a Talent Management Strategy for the Public Service and the conduct of a Training Needs Analysis service-wide as part of their PSTP projects. The need

for capacity building in the area of programme and project management is something that the Recovery and Development Agency (RDA) has also identified and they advised that they are seeking to work with the Community College, H.Lavity Stoutt Community College (HLSCC) to develop a project management certification for public officers. The PSTP team and HR will liaise with the RDA in taking this forward as some introductory project management training has already been delivered under the PSTP and there is a proposed project under the PSTP to develop a Business Process Management Centre of Excellence.

It should be noted that there is a central Government Project Management Unit which has strong project management capability; however, their primary focus is large scale capital infrastructure projects and the Unit does not have any additional capacity. They do try and assist the ministries with tools and advice as time and resources permit.

**The system of policy evaluation and accountability is inefficient.**

There is no clear and unified procedure in place to evaluate the effectiveness of policies and to provide the Government, and citizens, with an account of results, achieved. Currently, Cabinet decisions are documented by the Cabinet Secretariat and are made public. However, there appears to be no feedback loop linking the decisions, and required actions, to the strategic policy outcomes in the S.E.E.D. Framework, the Budget Address or the Throne Speech.

None-the-less, it is acknowledged across Government that monitoring and evaluation are important but there is no formal mechanism in place to ensure that this is done consistently across the public service. As a consequence, there is no definitive evidence base for public resource allocation decisions, and lessons that could be learned from evaluations cannot be fed back into policy design, or the development of alternative approaches for how challenges should be addressed where certain strategies were unsuccessful, or where successes can be replicated

Overall, the absence of clear policy inhibits the public service from fully performing a key function, which is to provide sound policy advice to decision-makers. Advice that is based on evidence, not anecdotes and that will lead to the development of strategic outcomes that will not only support Good Governance but Economic and Social Development.

### 3. OPTIONS TO ADDRESS THE CHALLENGES

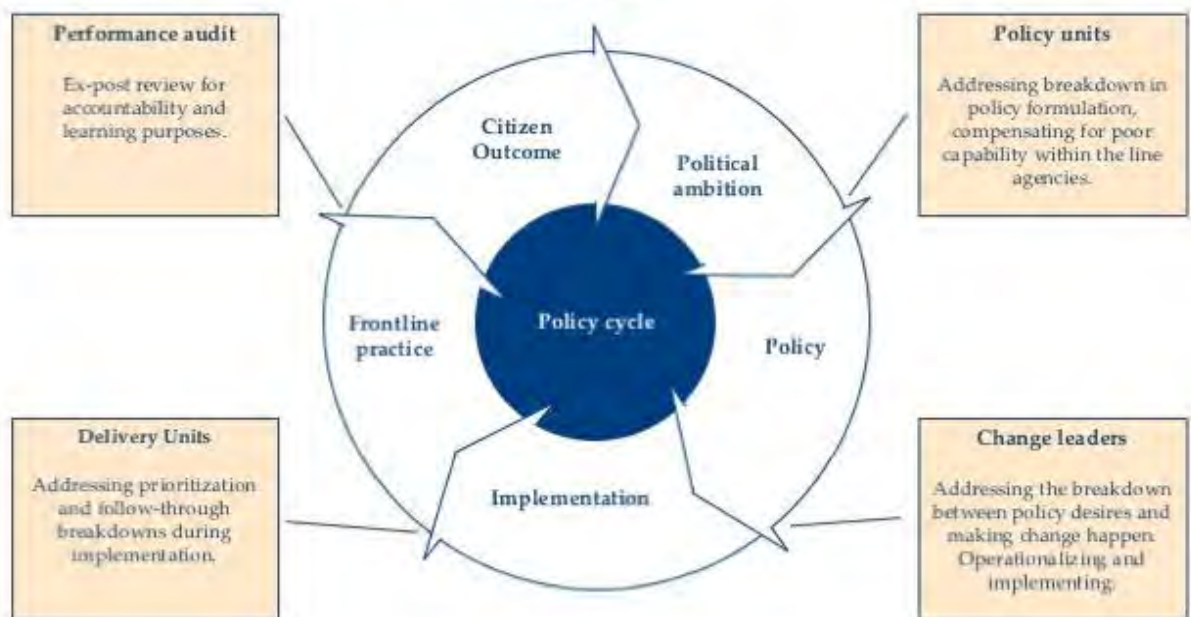
#### Trends in the use of the Centre of Government Units

It is now typical within the Public Sector for Policy, Planning and Performance evaluation to be addressed through 'Centre of Government Units'. However, there is no 'one-size fits all' solution. These Units vary depending on the nature of the problem and also resources.

The diagram below shows the types of Centre of Government units that are now typical and their focus:

#### The different archetypes of Centre of Government Units are addressing four types of implementation breakdowns

*Exhibit: Illustration of Centre of Government units across the policy cycle*



Source: <https://www.abyrnt.com/rethinking-centre-of-government-units/>

In the case of the Government of the British Virgin Islands (GBVI), many of the challenges stem from a breakdown in policy formulation, and weak policy capability in the line ministries. As the diagram above shows this tends to be addressed by introducing a Policy Unit. Such policy units are typically placed in the Premier/Prime Minister/President's Office.

However, not all policy is deemed equal. This accounts for the general trend away from consolidated Development Units that deal with macroeconomic<sup>3</sup> and social and sectoral policy<sup>4</sup>. It is now considered that macro-economic policy is a ‘special case’ and should be within a separate policy unit because such policies largely require a ‘technical’ response whereas social and sectoral policies require analysis of ‘special interests’, see “Centre of Government”, World Bank report that provides an example<sup>5</sup>;

*“Setting interest rate policy can, in principle, be undertaken at the stroke of a pen. Allocating funds for complex health priorities requires that very many actors agree to these changes. By contrast with the macro and structural changes, the challenges in social and sectoral policy issues are in some ways more intensely political because of the need to balance competing interests and the visible trade-offs necessary”. Additionally, in sector policy few changes can be introduced by top-down instructions unmatched by winning the hearts and minds of the staff that must implement them. Social and sectoral policy requires an inclusive approach, in which line Ministry staffs contribute in some degree to the development of policy”.*

This approach is to some extent reflected in the current systems within GBVI, where the macro-fiscal unit now deals with macro-economic policy; having originally been part of a larger all-encompassing Policy Unit (The Development Unit).

The model above also shows the typical structures adopted where there are challenges with operationalising and executing policy. This report identified such challenges within GBVI. The result is that the Deputy Governor’s Office, under the Public Service Transformation programme designed and implemented a ‘Change Leaders’ approach. The Change Leaders approach included a review of Government Policy Objectives and alignment with the proposed Transformation projects, see Annex A prepared by the authors of this report. Meetings were then

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<sup>3</sup> Macro-economic policy ...includes monetary policy (setting exchange and interest rates, and determining the rules of the game for the financial sector), fiscal policy (aggregate expenditure limits, tax policy, intergovernmental fiscal relations and the rules for treasury management), and trade policy (tariff and quota setting, determination of subsidies and economic regulation)”. Source: “Centre of Government”, World Bank Report, <http://siteresources.worldbank.org/PUBLICSECTORANDGOVERNANCE/Resources/285741-1345485407865/CenterofGovernment.pdf> [accessed 2nd June 2019]

<sup>4</sup> “Social and Sectoral policy comprises determination of budget composition (recurrent vs. capital spending and setting of public sector pay levels), allocation of sectoral spending totals (including funding of key social policies and defense allocations), and labor market and industrial policy (including government wage policy, and determination of social security and labor standards)”. Source: “Centre of Government”, World Bank Report, <http://siteresources.worldbank.org/PUBLICSECTORANDGOVERNANCE/Resources/285741-1345485407865/CenterofGovernment.pdf> [accessed 2nd June 2019]

<sup>5</sup> “Centre of Government”, World Bank Report, <http://siteresources.worldbank.org/PUBLICSECTORANDGOVERNANCE/Resources/285741-1345485407865/CenterofGovernment.pdf> [accessed 2nd June 2019]

held between the Ministers and their Permanent Secretaries and the Senior Responsible Officer (SRO), which is the Deputy Governor, and the Programme Manager for the PSTP. At those meetings, policy priorities were discussed and projects that would operationalise and execute those priorities. The next step is for the Programme Manager to agree on details of a Service Level Agreements (SLAs) with the ministries for the support that the PSTP 'Business Change Managers', who facilitate and support the execution of projects that will deliver on the Government policy agenda, will execute. However, there is a resource challenge as many of the BCMs have full-time roles and have insufficient capacity to devote full-time to support the ministries. In addition, the BCMs' focus on specific specialist areas across the organisation, not simply on one individual ministry. It is becoming clear that BCMs are additionally, supporting the ministries in addressing follow-through during implementation, which is typically addressed through Service Improvement Initiatives. For example, the Programme Manager, and the BCM for Digital Transformation have provided much support to the Premier's Office in this regard. This is mainly because the Digital Transformation workstream cuts across every ministry, not simply the Premier's Office.

Lastly, the model shows that centre of Government units are also typical where there is a need for increased accountability to the citizens. These challenges were also identified as being relevant to GBVI.

### **Options for consideration:**

Several options are presented below for addressing the challenges noted in section 2 above. The option being recommended is Option 2 on the basis that many of the challenges stem from a breakdown of policy formulation, as well as a lack of ex-post review. In addition, option 2 is recommended because it affords greater scrutiny of performance as it may be perceived that there would be a tendency for those who lead the development of policy, planning and support implementation to report more favourably on progress for fear that poor results on implementation could be blamed on them.

#### **Option 1: Maintain the Status Quo**

The current position, with no Strategic Planning and Policy Unit, has existed for a significant period of time; so much so that some may argue that the system works to a degree and therefore the time and financial resources that would be needed to establish an SPPU could be spent on other priorities.

However, it is clear from the challenges set out above that many of the issues being experienced because of the lack of policy coordination and development mechanism are significant and will impede the Government in progressing its manifesto commitments, in an environment where the electorate voted overwhelmingly for a change.

In any event, the Government has concluded that maintaining the status quo is not an option as evidenced in the Premier's 100 days in office report. In addition, given the number of integrated 'policy reforms' the Government wishes to address, for example, in the area of immigration, which will impact labour/work-force development and education policy there is a need for a robust co-ordinating mechanism that gives the electorate a voice through a systematic and consistent process.

**Option 2: Establish a Strategic Policy and Planning Unit in the Office of the Premier and widen the scope of the mandate of the Cabinet Secretariat to address performance evaluation.**

Option 2 establishes a Strategic Policy and Planning Unit (SPPU) within the Office of the Premier as an effective mechanism for policy formulation, coordination, and to support policy implementation through aligning policy, planning, and budgeting.

The Unit will play the lead coordination role in the development of national policies and strategies, as well as ministry level strategic plans and the link to the annual budget. There is a need to introduce a robust policy development process and this recommendation is addressed in full in PAI's Policy Development Process report.

***Terms of Reference for the Strategic Policy and Planning Unit***

The main tasks of the SPPU include the following:

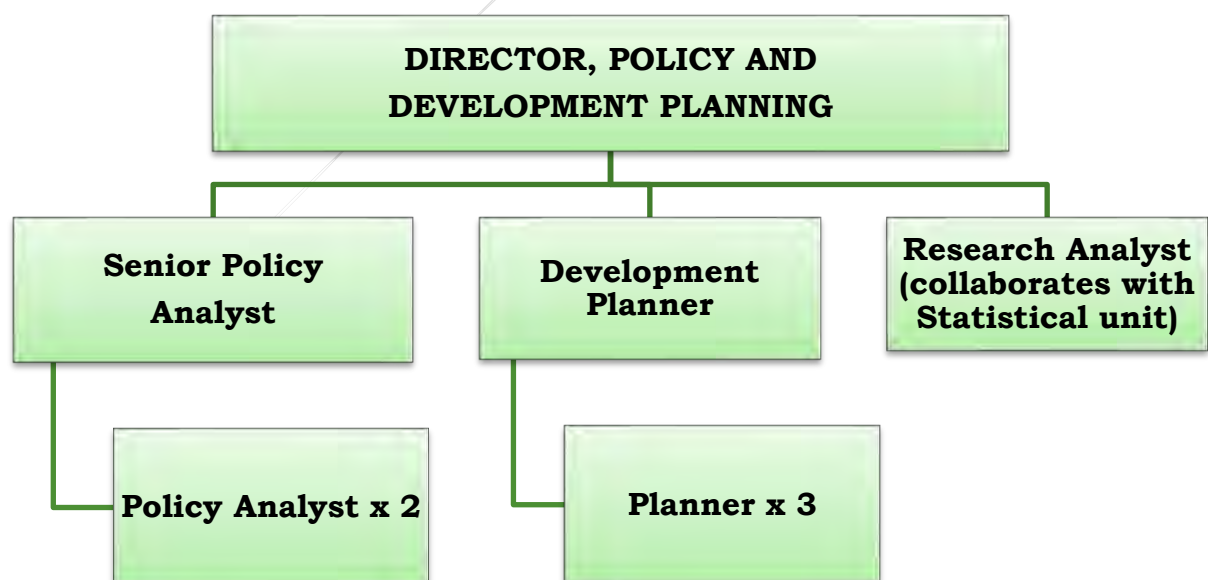
- ✓ Lead on the development of the National Sustainable Development Plan and its review



- ✓ Develop a prioritised Policy Agenda that aligns with the Government's manifesto commitments
- ✓ Analyse economic and social issues of national interest, and formulate/evaluate policy recommendations to achieve Government's socio-economic goals and objectives
- ✓ Identify, investigate and analyse emerging socio-economic and international issues that could impact on the Virgin Islands
- ✓ Coordinate policy technical assistance from international, bilateral and multilateral sources
- ✓ Improve the coordination and hierarchy of policy, planning, and budgeting by strengthening the link between the Government's prioritised policy agenda and development of ministry strategic plans. Moreover to ensure that ministry budgets flow from the strategic plan and are aligned to Government's prioritised policy agenda. This ensures that Government policy is actually implemented
- ✓ To establish a system where new policy initiatives can be submitted for conceptual approval to the Cabinet through the whole year. However, in cases where additional financing is required, the final approval of policy initiative can be done only within the process of budgetary planning. Policy programmes will have to correspond to budget programmes
- ✓ To create a system of strategic planning and to set the respective Ministries and Departments' Strategic Action Plans as the main planning instruments including planning of both financing and policy programmes, as well as providing a mechanism for accountability for results
- ✓ To establish the types of policy and planning documents to be used within the public service
- ✓ Gradually, to introduce performance-oriented management within the public service where we monitor and evaluate the implementation of Government's plans, policies, strategies, programmes, projects and review policy options as appropriate. The detail of this system will be presented later after consultation with key stakeholders in specific policy documents. The aim is to ensure that policy orientated programmes include performance measures, that is results and indicators of their achievement

- ✓ To strengthen ex-ante policy assessment. Ex-ante Policy Impact Assessment (PIA) is an analytical process, conducted at the early stages of policy-making exercise. It comprises a set of logical steps to support the decision-making process by providing evidence-based policy alternatives, forecasting and listing their potential impacts. PIA does not replace the decision-making process but rather informs it in a participatory manner, enriching the substantiation of the best policy option
- ✓ To promote policy ex-post evaluation by preparing a methodology for policy impact assessment and evaluation of policy implementation
- ✓ To provide the necessary training
- ✓ To consolidate and appropriately develop policy outcomes regarding the challenges articulated in government manifestos, and other policy documents such as S.E.E.D, Public Service Transformation Strategy/Plan, and the Recovery and Development Plan.

***Model Organisational Chart for a Strategic Policy and Planning Unit***



The job descriptions for the positions within the Strategic Policy and Planning Unit are found in Annex B.

For the SPPU to be successful in fulfilling its mandate of coordinating strategic policy and planning across Government, it will need Policy Analysts and Strategic Planners that can support a wide range of social and sectoral policies; and who are able to ensure policies address vulnerable groups, including gender issues, and who have a good grasp of the budget process and can work with the Macro-fiscal Unit to align policy and budgeting. It is further proposed that each ministry develop at least one dedicated policy analyst with expertise in key policy areas, namely:

- Education
- Health and Social Development
- Agriculture
- Trade and Investment
- Information, Communications, and Technology

The ministry policy analyst will play an important role in supporting the Permanent Secretary, who is responsible for developing the ministry strategic plan, and for ensuring review of the progress on implementation of the ministry and departments policies. The policy and planning work of the ministries will be coordinated by the SPPU and so the policy analyst must be able to work collaboratively in cross-functional teams.

These policy analysts may be drawn from the staff of the relevant departments; this provides an opportunity for upskilling and specialisation.

The precise organisational design of the SPPU will be developed through a process of consultation between all significant stakeholders, ideally by conducting a functional review.

### ***Cabinet Secretariat and the Performance Function***

This option widens the role of the Cabinet Secretariat to take responsibility for the performance function that is required to monitor and assess progress on policy outcomes, provide accountability to the Cabinet and citizens and document and make available for application lessons learned from evaluating policies and strategies.

The Cabinet is the seat of policy-making and their Policy Agenda is driven initially by the policy decisions made in alignment with it. These decisions are

executed by public servants and Cabinet can trust them to do so, where clear performance indicators exist that the Cabinet can measure performance against. This is the role of monitoring and evaluation at the policy level. It requires being able to collate data on the progress of key policy initiatives/programmes and projects approved by the Cabinet. This is why Monitoring and Evaluation is a good 'fit' with the current functions of the Cabinet Secretariat as it enhances their role, making it more value adding.

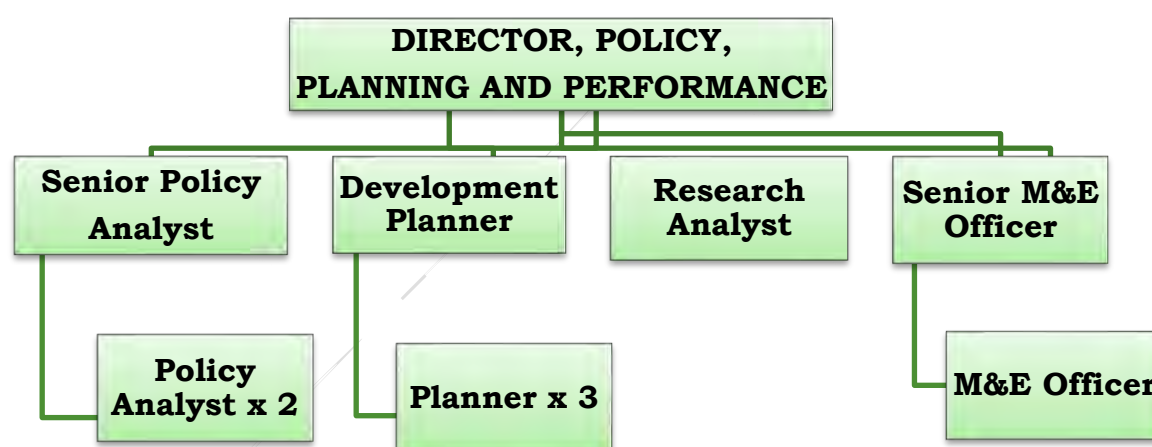
Government-wide monitoring and evaluation can be complex, multi-disciplinary and skill intensive. Therefore, the scale should reflect its purpose, level of risk and available resources. It is a discipline all on its own and needs a level of independence to objectively monitor whether progress is being made. Therefore, 2 new roles would need to be added to the current staff complement of the Cabinet Secretariat, namely: a Senior Monitoring and Evaluation Officer and their direct report, a Monitoring and Evaluation Officer. The job descriptions for these roles are found in Appendix B.

### **Option 3: Establish a Strategic Policy, Planning, and Performance Unit in the Office of the Premier**

Option 3 establishes a Strategic Policy, Planning, and Performance Unit (SPPPU) within the Office of the Premier as an effective mechanism for policy formulation, coordination, and to support policy implementation through aligning policy, planning, and budgeting and to monitor and evaluate progress on Government policy and ensure accountability for policy outcomes to Government and citizens as well as document and ensure ministries are able to apply lessons learned.

The ToRs for the SPPPU are the same as in option 2 above, but with the addition of the functions set out in option 2 under the widened scope of the Cabinet Secretariat role.

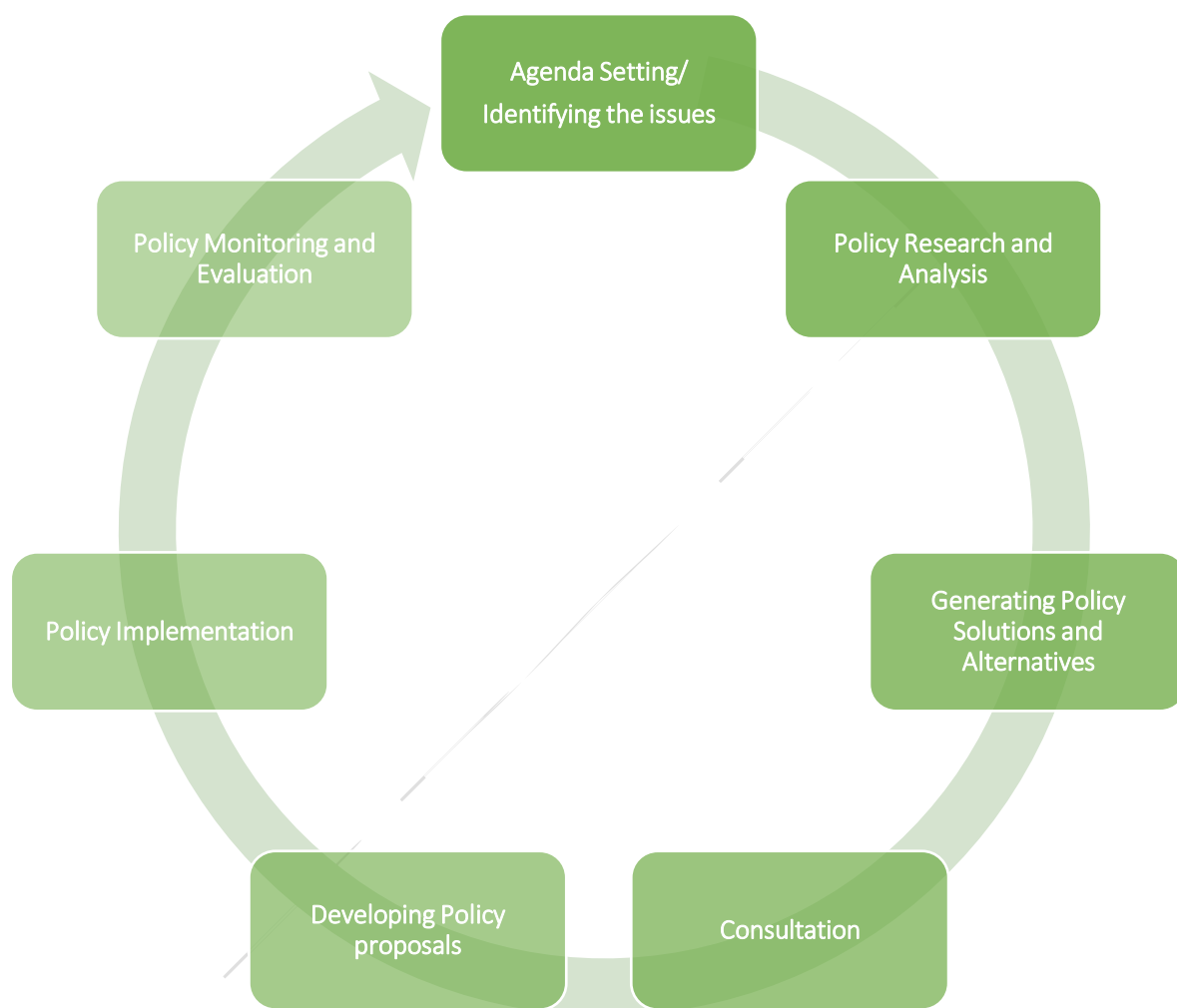
#### ***Model Organisational Chart for a Strategic Policy, Planning, and Performance Unit***



## 4. GENERAL SUPPORTING RECOMMENDATIONS

### **Recommendation 1: Adopt and institutionalise an Integrated Policy Development Process**

It is proposed that GBVI adopts and institutionalises a formal policy process development process that is integrated with other key processes, namely strategic planning, budgeting and programme, and project management. Such a process is set out in the figure below.



A second report has been prepared for GBVI detailing the above policy development process and presenting a road map for how this can be institutionalised. It also includes various tools and templates needed to institutionalise the process and would be a key document in (i) establishing an SPPU, (ii) implementing an integrated policy development process, and (iii) capacity building.



## **Recommendation 2: Capacity Building**

It is proposed that capacity building initiatives be employed to develop the requisite competencies and skills across the whole of Government in policy development, planning, and monitoring and evaluation

### *Policy*

The policy training workshops/seminars programme can be designed to provide staff who work in the development, review, and application of policy with comprehensive coverage of best practice in the various aspects of the policy governance lifecycle.

### *Monitoring and Evaluation (M&E)*

The capacity needed to implement M&E is ideally developed using two places:

- *Phase 1:* Senior civil servants need the generic M&E skills required for managing programme performance information.
- *Phase 2:* Specialist M&E skills are likely to be needed for other aspects of the M&E to coordinate and to ensure quality.

As mentioned above a second report has been developed that would assist with capacity building. The key to the success of the capacity building efforts is that training is practical, and, opportunities are found to ensure the theory can be applied through 'hands-on experience'.

## ANNEXES

Annex A – Manifesto commitments and alignment to PSTP

Annex B – Job Descriptions

## ANNEX A: MANIFESTO COMMITMENTS AND ALIGNMENT TO PSTP

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
<b>SOCIAL</b>	<p><b>WE WILL REBUILD OUR SCHOOLS, EDUCATION SYSTEM AND A NEW STATE OF THE ART CENTRAL PUBLIC LIBRARY WITH GREAT URGENCY.</b></p> <p>Our education system will be revitalized with:</p> <ul style="list-style-type: none"> <li>• Improved teaching capabilities and support base.</li> <li>• The establishment of a national education inspection body.</li> <li>• The establishment of a national parenting support policy in all schools.</li> <li>• The establishment of after-school programmes in all nine districts</li> </ul>	<p><b>EDUCATIO N</b></p> <p>The upgraded education system for the 21<sup>st</sup> Century in order to enhance students learning outcomes and help them to become engaged citizens.</p>	<p><b>Future State (2030):</b></p> <p>a. Modern facilities – safe, green, smart, equipped and accessible</p> <p>b. Diversified curriculum</p> <p>c. Motivated, highly trained, inspirational teachers/mentors</p> <p>d. Engaged well-rounded, articulate, innovate, critical thinking, responsible individuals</p> <p>e. Socially adept, environmentally conscious</p> <p>f. Futuristic schools utilising available technology</p> <p>g. Diversified and relevant curriculum</p> <p>h. Catering to diverse learning styles</p>	<ul style="list-style-type: none"> <li>• Continue to implement the Education Transformation Plan set out in XXX</li> <li>• SMART schools</li> </ul>

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
SOCIAL			<p>i. Students prepared for dignified community entrepreneurship</p> <p>j. Rounded students – life skills</p> <p>k. Character building</p> <p><b>Short-term (12-month)</b>  <b>Initiatives:</b></p> <p>a. Clean up schools in use – August 2018</p> <p>b. Repair all existing schools to green standards – August 2018</p> <p>c. Consultation on the future/feedback (all elements) – November 2018</p> <p>d. Better meet the needs of the community – Ongoing</p> <p>e. Assessment of existing public schools towards consolidation and maximum</p>	

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
			utilisation of resources	
<b>SOCIAL</b>	<p><b>WE WILL ACCELERATE THE DEVELOPMENT OF OUR HUMAN CAPITAL AND SUPPORT MODERNISATION OF PUBLIC SERVICE SYSTEMS</b> by investing in education and training to reduce the importation of labour and opening meaningful opportunities for our people in our main economic pillars.</p> <p>Using the H. LavityStoutt Community College as the foundation, we will develop centres of excellence in marine, hospitality</p>	<p><b>DEVELOPMENT OF PEOPLE</b></p> <p>Establish <b>centers of excellence</b>, which can help drive targeted and quality training in key sectors such as marine, hospitality, and financial services</p> <p><b>PUBLIC SERVICE TRANSFORMATION</b></p> <p>To be accountable for the cost-effective delivery of public services; build our internal capabilities</p>	<p><b>Future state 2030</b></p> <p>a. A Green Public Service with reliance on 85% green energy sources, using only sustainable and recyclable materials with an established waste to energy strategy.</p> <p>b. A robust governance framework is embedded in the public service allowing for transparency, accountability, openness, fairness, objectivity, honesty, selflessness, political impartiality, apolitical, leadership and integrity in conducting</p>	<p><b>People Development</b></p> <p>a. Draft and lay the Public Service Bill before the House</p> <p>b. Streamlining administrative processes, especially for the work of the Employment Services Division. This would also include developing a Commission's Track, similar to Excotrac.</p> <p>c. Review and implement an improved HR Business Partner</p>

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
SOCIAL	and financial services training and studies through the Marine Centre, Culinary Centre and the Financial Services Institute, respectively.	and improve our operational capacity; facilitate the development and execution of the Government's policy agenda, and make responsible use of public funds.	business in public life. c. A talent management programme where all public officers are afforded the opportunity to reach their fullest potentials through learning and development opportunities. d. The BVI is a global exemplar in customer service with a public service organisation that provides accessible, professional, streamlined services that exceed customer expectation e. Clear and transparent guidelines with streamlined services, laws and processes f. Organisation that embraces innovation, technology and	model to support ministries d. Complete a Talent Management Strategy e. Conduct employee engagement survey, analyse against benchmarks, feedback and identify quick wins to remedy issues. f. Review the current competency framework and ensure that the competencies required to meet the Vision of an Amazing BVI (Stronger, Smarter, Greener, Better) are included.
	The Labour Department will play a critical role in identifying deficiencies in the local market and these will define training needs.	<b>WORKFORCE DEVELOPMENT (LABOUR)</b> Establish a centralised labour market database to facilitate in-depth analysis of the labour market and reduce gaps on market labour information		



S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
SOCIAL			<p>provides value for money</p> <p>g. The structure of the organisation facilitates the effective delivery of services in a timely manner according to published standards</p> <p>h. Provides an environment for growth, professional development and competitive benefits</p> <p>i. Services to the public are fully automated using an E-Government Platform</p> <p>j. Established Rule of Law (National Justice)</p> <p>k. Trained officers who are fit for purpose, accountable, competent, efficient and responsive</p> <p>l. Motivated employees who feel valued at all</p>	<p>g. Conduct a Government-wide Skills Audit (to include academic and other qualifications people have) utilising the upgraded JD Edwards software and gap analysis.</p> <p>h. Re-establish a re-branded L&amp;D function. Roll out 5 Public Programmes /core offerings</p> <p>i. Revitalisation of the Civil Service Association</p> <p>j. Merger of related services and departments to ensure efficiency throughout</p>

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
SOCIAL			<p>times allowing them to offer dedicated, selfless service to the organization m. Centralised childcare centres and a gym on the premises of the Central Administration Complex for public officers</p> <p><b>Short-term 12 months</b></p> <p>a. Redesign the process for the registration of deaths in the BVI – November 23,</p> <p>b. Sign Memorandum of Understanding between agencies (DDM and GIS) – December 2018</p> <p>c. Improved, mould free accommodations and improved facilities at Central Administration Complex – January 2019</p>	<p>the Public Service and development of a change management toolkit to support ministries through the transition</p> <p><b>Labour</b></p> <p>i. Transform Labour from focus on work permits to national workforce development . (starting with re-branding the department/ name change)</p> <p>ii. Develop a Job Board for employers to post jobs so that Labour can easily match them to candidates</p>

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
SOCIAL				<b>Customer service (Internal &amp; external)</b> a. Develop and implement the Customer Service Virtual Mailbox to recognize the quality of customer service within the public service b. Develop an e-Government strategic plan and road map for services to be digitised c Design and implement a Customer Service training model for frontline officers d. Develop Customer

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
SOCIAL				charter with the concept of 'One-stop shop at its core.
	<p><b>WE WILL MANAGE CRIME FOR A PEACEFUL SOCIETY</b> By swiftly....</p> <p>We recognize that crime arises out of social ills, breakdown of family values, and lack of opportunity and feelings of hopelessness. We, therefore, believe that a strong focus on youth, values and leading by example will get to the root of the problem.</p> <p><b>WE WILL STRENGTHEN SUPPORT FOR OUR YOUTH THROUGH THE FOLLOWING INITIATIVES:</b></p> <ul style="list-style-type: none"> <li>• We will establish a youth</li> </ul>	<p><b>YOUTH DEVELOP MENT</b> Strengthened youth development through the establishment of partnerships and broadening the range of development opportunities</p>		

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
<b>SOCIAL</b>	<p>land bank through the wholesale purchase of land which will be subdivided and sold to qualified youths at an affordable retail price with reduced stamp duty thus giving them a vested interest in the society and extending the Virgin Islands' value of land ownership.</p> <ul style="list-style-type: none"> <li>• We will develop Youth Centres throughout the Territory including in Virgin Gorda, West End, Road Town, East End, Jost Van Dyke and Anegada. We will also create a virtual youth centre: <a href="http://www.virginislandsyouths.vg">www.virginislandsyouths.vg</a>.</li> </ul> <p>Our plan is to strengthen our communities by encouraging and</p>			

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
SOCIAL	supporting our youth to the maximum for their own development, health, confidence, security, and entertainment			
	<p><b>WE WILL MAKE THE NHI SCHEME/PROGRAMME SUSTAINABLE, RAISE HEALTHCARE STANDARDS AND STRENGTHEN THE SOCIAL SAFETY NET</b> by reviewing its cost to bring in line with its income. We will reduce cost by embarking on aggressive preventative care education and awareness programmes to reduce noncommunicable diseases such as obesity, alcoholism, cancer, blood pressure, diabetes, and others.</p>	<p><b>HEALTH</b> Further development of health facilities and services to achieve better health outcomes for the people of the Virgin Island.</p> <p><b>SOCIAL DEVELOPMENT</b> Strengthened social protection programme that will achieve better social and economic outcomes.</p>	<p>a. Accessible, affordable, holistic, and responsive health social systems b. Promotion of healthy lifestyles and wellbeing c. 24-hour access using technology d. Fully accredited services e. Efficient interisland services</p> <p><b>Short-term (12-month) Initiatives:</b></p> <p>a. Ensure adequate human resources for health and social services systems (Creation of HR Plan) – April 2019</p>	



S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
SOCIAL	Prevention will reduce the cost of care and increase the quality of healthcare. A Virgin Islands Party Government will also strengthen the social safety net to ensure our seniors, youths, special need persons and most vulnerable are provided with the services for their health and wellbeing. Strong partnerships with community and special interest.		b. Completion of Virgin Gorda Clinic – June 2019 c. Develop mobile apps for health and social care services (based on E-Government implementation) – June 2019 d. Partnerships with external healthcare partners and centres for excellence – On-going e. Improve programmes for the promotion of healthy lifestyles – On-going.	
	A focus on housing and getting our people back to work will be major priorities in the recovery process for a Virgin Islands Party Administration.	<b>HOUSING</b> Enhanced housing infrastructure through the adoption of comprehensive housing legislation and policies which promote climate		<b>Ministry of Health and Social Development</b> <i>i. Housing Assistance Recovery Programme</i> – continuation <i>ii. Develop a policy on</i>

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
SOCIAL		change adaptation and resilience and safeguarding of the vulnerable		<i>Inclusive Housing</i> for Cabinet’s consideratio n following the formal review of the Housing Recovery Policy. See Cabinet decision for an outline of what this policy will include. <i>iii. Universal Insurance Coverage:</i> Work with Private Sector to make insurance affordable and available to all, including vulnerable populations. See Cabinet decision that outlines the activities to

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
				implement this project.
ECONOMIC	<p><b>WE WILL DRIVE ECONOMIC GROWTH, DIVERSIFICATION, AND EXPANSION OF OUR ECONOMY WITH INNOVATION AND TECHNOLOGY</b> as the platform, especially for new economic substance based financial services activities and sectors such as renewable energy and in various niche areas for small businesses. We will streamline bureaucratic processes to advance economic development by facilitating local and foreign</p>	<p><b>ECONOMIC DEVELOPMENT</b> To reduce employment, achieve sustainable economic growth and increase the standard and quality of life for all citizens.</p> <p><b>INNOVATION AND TECHNOLOGY</b> Develop digital infrastructure across the territory to support the economic pillars of the future BVI and to</p>	<p><b>Future State (2030):</b> a. Effective legal framework (Policies &amp; Legislation) b. One-Stop-Shop services (coordination of all relevant agencies) c. Business-friendly environment (ease of doing business) d. Efficient and streamlined processes with clear procedures e. Fully digitised services - Integrated IT systems (e-Government) f. Access to incentives, support, and financing mechanisms</p>	<p><b>Implement a National ICT Policy</b></p> <p><b>Implement the e-Government strategy</b>-including: i. An interim platform for applications to deliver e-services such as: a. DMV licencing and appointments b. Trade licensing process c. Immigration entry application process d. Labour work permit process</p>

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
ECONOMIC	<p>investment in a more efficient and business-friendly manner using a one-stop shop approach.</p> <p>We will strengthen public service support for the economic sectors to help businesses succeed. This includes financial and technical support to small businesses to help them capitalize on the emerging opportunities arising out of the recovery and the new economic substance law.</p> <p><b>WE WILL ACCELERATE COMPLETION OF THE RECOVERY PROCESS AND UPGRADE, TRANSFORM AND REVITALISE OUR ECONOMY.</b></p>	facilitate the fast, friendly and efficient transaction of business with Government	<p>g. Develop and promote new sectors (diversification)</p> <p>h. Efficient export mechanisms (standards/procedures/infrastructure)</p> <p>i. Regional &amp; Global connectivity</p> <p>j. Efficient ICT infrastructure (Telecommunications services, etc.)</p> <p>k. Ease of access to the BVI (transportation services - air, land &amp; sea)</p> <p>l. Opportunities for SME development</p> <p><b>Short-term (12-month) Initiatives:</b></p> <p>a. Create business focus think tank (public/private sector) – 1 to 3 months</p>	<p>e. Naturalisation</p> <p>ii. legislative framework including:</p> <p>a. Bill entitled, Data Protection Act 2018</p> <p>b. Bill entitled, Electronic Filing Act 2018</p> <p>c. Bill entitled, Electronic Funds Transfer Act 2018</p> <p>d. Bill entitled, Electronic Transactions Act, 2018</p> <p>e. Bill entitled, Computer Misuse and Cybercrime (Amendment) Act, 2018</p>

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
ECONOMIC	This is imperative so that we can improve the quality of life for our people, sustain economic growth, create new jobs and other opportunities and increase the wealth of the Virgin Islands.		<p>i. Organise specific sector teams of experts from the public and private sector to discuss and determine sector needs and develop sector profiles – September 2018</p> <p>b. Create opportunities for Micro, Small &amp; Medium Enterprises (MSMEs) (training, technical assistance, financing, inter alia) – 9 to 12 months</p> <p>i. Schedule and organise training and technical assistance programmes for MSMEs – September 2018</p> <p>ii. Restructure and re-launch the Loan Guarantee programme – November 2018</p>	<p><b>Implement appropriate legislative instruments to enhance the business environment, namely:</b></p> <p>i. National Trade Policy of the Virgin Islands</p> <p>ii. Consumer Protection Bill</p> <p>iii. National Investment Policy Framework &amp; Legislation including:</p> <p>a. National Investment Strategy</p> <p>b. Investment Incentives</p> <p>c. Encouragem ent of Industries</p> <p>d. Residency for Direct Investors</p>

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
ECONOMIC			<p>c. Promote and facilitate investments in new sectors – 3 to 6 months</p> <p>i. Develop investment promotion strategies for specific sectors as outlined in the sector profiles and organise programmes for initiating contact with investors – December 2018</p>	<p><b>Implement administrative structures to enhance the business environment, including:</b></p> <p>i. Establish the Innovative Business Lab (launch incubation services) to facilitate entrepreneurs –</p> <p>ii. Restructure the National Business Bureau (Human resources and programmes ) to facilitate Micro, Small &amp; Medium Enterprises (MSME) development</p> <p>iii. Establish the Investment</p>



S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
ECONOMIC				<p>Promotion Agency (Human resources and services) to facilitate investments</p> <p>iv. Reform and restructure (transformati on) of the Department of Trade to the Virgin Islands Trade Commission as the administrati ve body for the National Trade Policy of the Virgin Islands</p> <p><b>Include entrepreneurship training in school curriculum</b></p> <p>i. Coordinate with the Ministry of Education the</p>

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
ECONOMIC				establishmen t of an appropriate business curriculum to be introduced at high school
	<p><b>WE WILL GIVE THE TOURISM SECTOR THE ATTENTION AND LEVEL OF PRIORITY IT DESERVES BY ESTABLISHING A MINISTRY OF TOURISM, TRANSPORT, AND ENVIRONMENT.</b></p> <p>On an immediate priority basis, we will appoint a senior Tourism Coordinator reporting to the Minister of Tourism who will focus on speeding up the recovery of the accommodation sector, bringing new hotel investment and supporting the</p>	<p>A redeveloped tourism product that will secure the maintenance of livelihoods and produce an increase in the number and type of visitors. Transformati on of the Tourism industry through establishing stronger linkages between tourism and farming, fishing and the terrestrial and marine environment.</p>	<p><b>Future State (2030):</b></p> <ul style="list-style-type: none"> <li>a. Restoration of Museums, historical sites and archives</li> <li>b. Promotion of our Cultural Heritage through the further development of Curriculum focusing on our History</li> <li>c. Promotion of our Cultural Heritage through relevant Festival and Cultural activities which highlights OUR Heritage</li> <li>d. Promotion of our Cultural Heritage through our Tourism product</li> <li>e. Promotion of our Cultural</li> </ul>	

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
ECONOMIC & ENVIRONMENT	<p>marine sector in its further recovery.</p> <p>We will also launch the National Tourism Strategy consultancy and start the process of establishing stronger linkages between tourism and our productive sectors such as fishing, agriculture and our cultural heritage products</p> <p><b>WE WILL PROTECT AND MARKET OUR CULTURAL</b> heritage and natural resources throughout the Virgin Islands.</p>	<p>Strengthen the Tourism Policy function in central Government to speed up recovery in the short term and to lead the development of a National Tourism Strategy and Policy with support from the BVI Tourist Board so that they are better able to promote BVI's Tourism Product.</p>	<p>Heritage through our Culinary and Performing Arts</p> <p>f. Promotion of our Cultural Heritage through the development of Curriculum focusing on our History</p> <p>g. Promotion of our Cultural Heritage by celebrating our diversity</p> <p>h. Honouring our local leaders and heroes</p> <p>i. Mandatory Cultural Heritage testing for graduation (High School).</p> <p><b>Short-term Initiatives (12-months):</b></p> <p>a. Restoring the Performing Arts and Sports facilities – On-going</p> <p>b. A Champion for all activities – July 2018</p> <p>c. Cultural activities and</p>	
	<p>Restoration of historical sites, development of cultural attractions, mapping of nature trails and support of small tourism businesses in crafts,</p>	<p>Promote and safeguard BVI's cultural, historical heritage and natural features and facilitate on-going</p>		

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
ECONOMIC & ENVIRONMENT	<p>entertainment, retail, dining, and other areas will all be emphasized in our tourism industry.</p> <p>The building of a world-class aquarium and event centre will be explored to showcase our diverse marine life, particularly to our cruise visitors.</p>	<p>engagement with citizens and stakeholders in leveraging culture to enhance the uniqueness of our Tourism Product.</p>	<p>games – August 2018</p> <p>d. Intergenerational Mentorship Program – October 2018</p> <p>e. Curriculum Planning – July 2019</p> <p>f. Vigorous restoration of Museums and other historical sites – July 2019</p> <p>g. Public Relations Campaign – October 2019</p> <p>h. Students to use tablets for teaching the elderly on learning (example) tart making and other activities that define our cultural heritage – January 2019</p> <p>i. Legislation to preserve the remaining buildings and artifacts of historic value, including those</p>	

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
ECONOMIC & ENVIRONMENT			that are privately owned – December 2019 j. Creation of an archive centre – December 2019 k. Naturalization process to include testing on Cultural Heritage of the Virgin Islands – September 2019	
	<p><b>WE WILL BRING FOOD SECURITY TO THE VIRGIN ISLANDS AND LINK AGRICULTURE AND FISHING TO OUR TOURISM INDUSTRY.</b></p> <p>This will be achieved through a combination of support for farmers and fisher folks, training for sustainability, strong Government regulation and support from the tourism sector.</p>	<p><b>AGRICULTURE</b></p> <p>Development of sustainable agriculture and food system that better address local food insecurity.</p>	<p><b>Future State (2030):</b></p> <p>a. A variety of locally derived food/food products are available and used in homes, schools, restaurants, etc. through increased local food market outlets.</p> <p>b. Agriculture and fisheries are incorporated into the Territory's standard education curriculum at all levels to stimulate exposure and</p>	

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
ECONOMIC & ENVIRONMENT	<p>We will provide incentives for the development of the food sector, research and technological advancement, the establishment of public/private partnerships and the facilitation of efficient handling of investors.</p> <p>A Virgin Islands Party Government will also ensure that the Virgin Islands once again can feed itself and build successful businesses from food production.</p>		<p>participation in these industries as a means of ensuring their sustainability</p> <p>c. Agriculture and fisheries are major contributors to the economy of the Virgin Islands through their;</p> <p>i. contribution to the food supply,</p> <p>ii. health of the general populace,</p> <p>iii. tourism,</p> <p>iv. development of support and value-added services and other activities necessary to maintain and diversify these industries.</p> <p>d. Agriculture and fishing are part of the standard curriculum</p>	



S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
ECONOMIC & ENVIRONMENT			<p>e. Food imports are be reduced by 5-25% and where a particular food supply can be grown/harvested locally, restrictions/disincentives are be placed on its import.</p> <p>f. The agriculture and fishing industries are climate resilient and able to quickly recuperate from natural and other disasters based on a carefully engineered system designed to ensure the resilience of these industries, e.g. food storage, seed banks, etc.</p> <p>g. Adequate water supply will be available to all farmers and fishermen.</p>	

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
ECONOMIC & ENVIRONMENT			<p>h. Waters will be appropriately regulated to protect from over-fishing.</p> <p><b>Short-term Initiatives (12 months)</b></p> <p>a. Food security policy, strategy and action plan – September 2019</p> <p>b. School farms – December 2018</p> <p>c. Identification of designated spaces for farming – December 2018</p> <p>d. Improving the fishing industry – September 2019</p>	
	<p><b>WE WILL FIX AND UPGRADE OUR INFRASTRUCTURE TO INTERNATIONAL STANDARDS</b> in line with our main industries: Financial Services and Tourism, and future economic</p>	<p><b>INFRASTR UCTURE (PLANNIN G)</b></p> <p>Develop a National Sustainable Development Vision and Strategy that takes account of the infrastructure</p>		<p><b>Ministry of Transportat ion, Works, and Utilities</b></p> <p>i. Town and Country Planning Authority and Building Authority to both be under the</p>

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
ECONOMIC & ENVIRONMENT	<p>substance-based industries.</p> <p>Throughout the territory, we will repair and expand the national road network, water distribution, sewerage collection-treatment-disposal and the maintenance and cleaning of our blocked drainage system to prevent flooding.</p> <p>We will improve road signs, have adequate street lights and beautification to be proud of. We will regularly groom the roadways and ensure that our streets are garbage free.</p>	<p>needed to implement the National Development Plan, and align the Physical Development Plan with it ensuring all stakeholders are consulted throughout the process.</p> <p><b>INFRASTR UCTURE (TELECOMMUN ICATIONS)</b></p> <p>Telecommuni cations will to respond to the economic and social requirements of users of telecommuni cations services through (a) Development of a robust Regulatory Framework to create a favourable</p>	<p><b>Telecommunicat ions Future State (2030):</b></p> <p>a. BVI is independent with its own fibre-optics infrastructure for improved telecoms</p> <p>b. 100% of the BVI community receives free internet service</p> <p>c. Equality and accessibility of information to all citizens</p> <p>d. E-filing is the standard</p> <p>e. 100% underground cables and wires</p> <p>f. 100% of Government offices are outfitted with the most up to date IT for telecoms</p> <p>g. 98% of communities having access to information at their fingertips</p>	<p>purview of the Premier's Office</p> <p>ii. Assessment of current public infrastructure and development Physical Development Plan</p> <p>iii. Develop and implement a National ICT policy</p> <p>a. Review all telecoms licenses with a view to improving services (Notice to be given on licenses by April 2019)</p> <p>b. Implement the regulatory functions for improved services</p>

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
ECONOMIC & ENVIRONMENT		<p>environment that ensures telecommuni cation services are high quality, secure, reliable, accessible to all people at reasonable cost throughout the Territory;</p> <p>(b) In collaboration with the private sector upgrade and maintain the telecommuni cations infrastructure sufficient to meet the future needs of the Territory as it transforms into a Digital economy (c) Establish a partnership with operators whereby telecommuni</p>	<p>h. Engaged population sharing their point of view from anywhere</p> <p>i. Robust e-business sector</p> <p>j. Openness and transparency in information sharing</p> <p>k. Virtual meetings are the standard</p> <p>l. Central VHF towers</p> <p>m. 100% of community access to satellite phones</p> <p>n. Affordable internet connection</p> <p>o. Diversified internet providers</p> <p>p. Sustainable internet connection and providers</p> <p>f. Procedural manual and training in customer service – December 2018</p> <p>g. Public Service Charter – Dec</p>	<p>c. Telecommu nications Regulatory Commission (TRC) to create a business case for fast, reliable wireless internet</p> <p>d. E-government legislation completed and enacted and Freedom of Information Act</p> <p>See also Disaster Management under Direction/G overnance below.</p>

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
ECONOMIC & ENVIRONMENT		<p>cations are deemed an essential service during disaster and immediate recovery and so operate to an emergency operations guidelines.</p> <p><b>INFRASTR UCTURE (ROADS/TR ANSPORT)</b></p> <p>Improved transport infrastructure to meet the needs of citizens and key economic sectors by: a) ensuring that adequate regulations are in place to meet international, safety, security and environment standards; b) incorporating</p>	<p>h. Repair and outfit the Central Administration Complex with the appropriate e-tools for e-service – July 2019</p> <p><b>Future State (2030):</b></p> <p>a. An efficient and optimised multifaceted public transportation system that is accessible to all communities.</p> <p>b. Globally connected commercial airports and seaports.</p> <p>c. Driver-friendly, integrated, and properly constructed roadways and supporting structures.</p> <p><b>Short-term (12-month)</b></p> <p><b>Initiatives:</b></p> <p>a. Develop a public transportation</p>	

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
ECONOMIC & ENVIRONMENT		<p>resilient techniques; and c) utilising a highly skilled workforce.</p> <p><b>INFRASTR UCTURE (WASTE/W ATER/SEW ERAGE)</b></p> <p>Develop and implement a robust regulatory framework for waste, water, and sewerage and develop comprehensive plans including (a) waste/debris, water and sewerage management plan which addresses the varying components including debris collection,</p>	<p>system – March 2019</p> <p>b. Develop a Road Design Manual – July 2019</p> <p>c. Complete designs and procurement plan for airport expansion – December 2019</p>	



S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
ECONOMIC & ENVIRONMENT		disposal, exportation and recycling during recovery as well as for the development.		
	<b>WE WILL PROTECT OUR CHERISHED ENVIRONMENT AND CLEAN UP THE BVI BY:</b> <ul style="list-style-type: none"> <li>• Strengthening enforcement of environment legislation and policies.</li> <li>• Working with the RDA to quickly implement the various adaptation and mitigation measures to lessen the impact of future hurricanes.</li> <li>• Legislate the protection of key environment assets such as salt ponds, beaches, coastal</li> </ul>	<b>ENVIRONMENT</b> Environmental resources (terrestrial and marine) are sustainably managed through an improved regulatory framework, capacity development, scientific monitoring, and outreach.	<b>Future State (2030):</b> <ul style="list-style-type: none"> <li>a. Green hillsides – high-quality vegetation (native and endemic species, mature trees and old growth forests)</li> <li>b. World class beaches – crystal clear water, white sand with natural vegetation, place-appropriate amenities, accessible</li> <li>c. Green spaces in communities</li> <li>d. Zero pollution in the environment</li> </ul>	

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
ENVIRONMENT	<p>areas, coral reefs, mangroves, etc.</p> <ul style="list-style-type: none"> <li>• Implementing a waste to energy programme.</li> <li>• Implementing a recycling and reuse programme in collaboration with community organisations.</li> <li>• Upgrading the unsightly garbage disposal bins and instituting more visually and environmentally pleasing collection points.</li> </ul>		<p>e. Vibrant, healthy, bio-diverse wetlands, coral reefs, and marine life</p> <p>f. A population comprised of educated stewards of the environment</p> <p><b>Short-term Initiatives (12 months)</b></p> <p>a. Declaration of proposed protected areas in the approved British Virgin Islands Protected Areas System Plan – September 2018</p> <p>b. Pass Draft Environmental Management and Climate Change Bill – December 2018</p> <p>i. N.B. From the technical perspective, this is seen as the priority action to achieve the agreed vision.</p>	

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ENVIRONMENT			<p>c. Recycling and ban on plastic bags – December 2018</p> <p>d. Solar energy/wind energy integration in the reconstruction of public facilities, in particular schools – December 2018</p> <p>e. Reforestation campaign focused initially on mangroves and beach vegetation – July 2019</p>	

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
DIRECTION (Governance)	<p><b>WE WILL BE BETTER PREPARED FOR FUTURE DISASTERS</b></p> <p>The reality of climate change is real and more natural disasters will occur. A Virgin Islands Party Government will ensure that the great work of our Disaster Management Department is fully supported in making the Territory more prepared by</p> <ul style="list-style-type: none"> <li>• Providing more resilient building codes and stronger and consistent enforcement.</li> <li>• Building adequate weather resistant emergency shelters.</li> </ul> <p>Implementing Disaster Risk Insurance Management / Resilience Fund and establishing a disaster risk</p>	<p><b>DISASTER MANAGEMENT</b></p> <p>Promoting a culture of prevention, preparedness and resilience at all levels through knowledge, innovation and education and improved human and institutional capacity.</p>		<p>(i) Upgrade the M AND E, Dana and HVA databases held by DDM</p> <p>(ii) Developmen t of the human vulnerability database</p> <p>(iii) Developmen t of a platform to electronicall y prepare Disaster Plans and disaster profiles</p> <p>(iv) Re-establishmen t of the national emergency telecommuni cations and early warning systems networks</p>

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
<b>DIRECTION (Governance)</b>	<p>management committee to ensure we have an effective.</p> <p>insurance risk strategy in place which will reduce the potential impacts on life, property, business and the environment.</p> <ul style="list-style-type: none"> <li>• Enhancing environmental tools for mitigation measures.</li> <li>• Using climate change adaptation measures and systems to reduce impact.</li> <li>• Implementing a microcredit scheme to assist small businesses recovery.</li> <li>• Providing direct public assistance for the most vulnerable and those at risk.</li> <li>• Improving emergency response on all islands, with particular attention</li> </ul>			territory-wide.

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
DIRECTION (Governance)	to the sister islands.			
	<p><b>WE WILL MANAGE CRIME FOR A PEACEFUL SOCIETY</b> by swiftly restoring full control of our borders to curb gun crime, illegal entry and the importation of illegal drugs into our country. The Virgin Islands Party will work in collaboration with the Governor and the Royal Virgin Islands Police Force to support plans for community policing, hotspots, ubiquitous police presence and other strategic actions for the significant reduction of crime within defined time frames. We recognize crime....</p>	<p><b>SECURITY</b> Reduce crime and increase public security in order to create a safer and more secured BVI through, (a) development and implementation of a National Security Policy and (b) development of policies that safeguard the collective interests of persons living and working in BVI.</p>	<p><b>Future state:</b> National Security Policy and plan with an aligned Disaster Management Plan. Programmes that address discrimination, diversity, and a lack of equity, which constrain development and thereby threaten the collective security of persons living and working in BVI. Programmes that address the exploitation of the most vulnerable, e.g. children and sex trafficking;  Improved Consumer protection, not just retail but as regards financial products such as</p>	<p><b>DGO</b> Draft a paper that considers current threats to the territory and how Digital Transformation can support enhanced security and the current challenges to achieving this. <b>PREMIER'S OFFICE/MHSD/LABOUR</b> To continue to address issues of discrimination, diversity and equity and safeguarding of the most vulnerable in society by direct and indirect policy</p>



S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
DIRECTION (Governance)			Insurance, Mortgages etc.	measures, e.g. prevention of poverty, employment and Consumer protection
	<p><b>WE WILL STRENGTHEN THE INSTITUTIONS OF GOVERNANCE, TRANSPARENCY, AND ACCOUNTABILITY BY</b></p> <ul style="list-style-type: none"> <li>• Ensuring that a framework of good governance is established and maintained to safeguard the institutions of government.</li> <li>• Ensuring that the Auditor General completes the auditing of outstanding Financial Statements and that future audits are conducted in a timely fashion.</li> </ul>	<p>Strengthen the institutions of governance by enhancing transparency, accountability and citizen participation by</p> <p>(a) Ensuring that a framework of good governance is established and maintained</p> <p>(b) Modernising Public Financial Management (PFM) legislation to align with appropriate</p>	<p>i. Align Public Financial Management with PEFA standards</p> <p>ii. Integrate Policy, Planning and Budgeting processes.</p> <p>iii. Establish a Policy and Planning Unit for central co-ordination of policy and develop an appropriate policy development mechanism with a strong emphasis on (a) Evidence-based policy making and (b) citizen engagement</p> <p>iii. Develop a National Sustainable</p>	<p><b>Deputy Governor's Office</b></p> <p>On completion of Governance Framework Audit draft suite of legislation required to implement Framework including but not limited to: Whistleblowing legislation, Integrity in Public Life/Integrity Commission, Ministerial Code of conduct</p>

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
<b>DIRECTION (Governance)</b>	<ul style="list-style-type: none"> <li>• Bringing expenditure in line with revenue collection to curtail spending at unsustainable levels and in a reckless manner.</li> <li>• Ensuring value for money by enforcing proper due diligence, financial controls, proper checks and balances and professional guidance on major projects.</li> <li>• Ceasing reckless spending and ensuring better fiscal restraint with taxpayers' hard-earned dollars.</li> </ul>	<p>e international standards for PFM</p> <p>(c) Achieving best value for money in the procurement of goods and services</p> <p>(d) Implementing efficiency targets to reduce waste</p> <p>(e) Ensuring the Auditor General's office is properly trained and resources to carry out its function effectively</p> <p>(f) Alignment of Statutory Agencies and</p>	Development Plan using broad stakeholder consultation	<p><b>Ministry of Finance</b></p> <p>i. Aligning Statutory Agencies</p> <p>ii. Draft new Procurement Bill and regulations</p> <p>iii. Establish a procurement negotiating team</p> <p>iv. Draft new Public Financial Management Act</p> <p>v. Review Pension provision</p> <p><b>DGO/MOF</b></p> <p>Alignment of Statutory Agencies ensuring they execute effectively within the scope of their legally defined mandate and provide support and</p>

S.E.E.D	MANIFESTO COMMITMENT	RECCOMEN DED POLICY OBJECTIVE	RECCOMENDED PSTP PROJECTS (From Visioning Day & PSTP External Transformation Team)	APPROVED/ IN-TRAIN PSTP PROJECTS
DIRECTION (Governance)		Parastatals ensuring they execute effectively within the scope of their legally defined mandate and provide support and advise to the ministry concerning policy development, and were receiving monies from the consolidated fund are accountable to the Auditor General.		advise to the ministry concerning policy development .  <b>Ministry of Transportation Works and Utilities</b> i. Centralise facilities management across Government and start the implementation of a Facilities Management Unit within the Ministry from 1 <sup>st</sup> January 2019.

## **ANNEX B: JOB DESCRIPTIONS**

### **DIRECTOR, POLICY, AND DEVELOPMENT PLANNING**

#### **Key Job Purpose:**

Managing the policy and national planning process across Government and taking the lead in strategic areas to fill policy gaps in sectoral and cross-cutting areas that are a priority for Government.

#### **Job Summary**

Manage, supervise and direct the work of the Development Planning, Policy & Trade Unit. Activities include: developing/advising on sustainable development strategies, plans, policies, and programme formulation to meet national goals and objectives; monitoring and evaluation of the implementation of national development plans, and economic and social policies, as well as the progress made towards the achievement of national goals and objectives; analysis of and reporting on socio-economic conditions.

#### **Key Result Areas**

##### **Manages and directs the work of the Unit:**

- Provide oversight and guidance to the staff of the sections comprising the Unit (i.e., Development Planning, Social Planning, Population, and Policy Development), to ensure effective delivery of planned outputs by the Unit.
- Preparation of the operational plan and budget for the Unit and contribute towards the preparation of the operational and corporate plan of the ministry.
- Review and approve individual work-plans and progress reports of Unit members, evaluate their performance; provide the necessary guidance and support.
- Approve expenditure on projects and certain activities of the Unit.
- Supervise Consultants placed in the Unit on specific assignments.
- Supervise persons/firms contracted by the Office of the Premier to perform specific duties/studies, etc. related to the work of the Unit.

##### **Policy Management**

- Leads the development of policy management practices, standards, and capacity.
- Leads the preparation of the Policy Framework in conjunction with line ministries and departments for Cabinet approval.

- Monitors the implementation of Government policy programmes and interventions.
- Designs the policy management process, requirements, timetable and standards and provides guidance to the rest of Government on policy management issues.
- Provides advice on the Government's forward policy agenda (in consultation with relevant ministries, departments, and other bodies) and the strategic implications of this agenda for the whole of Government.
- Establishes effective arrangements for close coordination with the economic policy function in the Ministry of Finance and the statistics function.
- Consults with Government departments on the policy content and coordination implications of proposed Cabinet submissions prior to their formal consideration by Cabinet and to advise the Permanent Secretary accordingly.
- Initiates special investigations and research into urgent matters of high priority that requires the attention of the Cabinet; especially where these involve cross-cutting issues.
- Oversees the review of the annual legislative agenda to ensure that issues have been appropriately prioritized in support of policy priorities and that inter-dependencies are taken account of.
- Reviews draft legislation to ensure that it is consistent with policy intentions and not inconsistent with other policy goals.
- Oversees the reviews of all policy submissions to ensure that they meet the required standards and criteria and are consistent with related policy issues.
- Ensures that key cross-cutting issues such as human rights, poverty reduction, gender and disaster mitigation are mainstreamed into all policy development.

## **National Development Planning**

- Co-ordinate/supervise the formulation/revision of national sustainable development strategies, plans, and programmes; and provide advice as required.
- Ensure the monitoring and evaluation of the implementation of the Sustainable Development Plan.
- Analyses and proposes the strategic direction and priorities of the Government.
- Ensure the preparation of all economic development plans/policies and reports in keeping with all the statutory obligations (including the Public Finance Act).

- Oversee the development of economic models and the use of modeling techniques to aid macro-economic planning and policy formulation.
- Prepare periodic reports on the state of the economy as well as special reports, position papers, briefs and submissions for the PS OP as necessary.
- Review project evaluation reports informing sustainable development plans, strategies, and policies.
- Initiate/review studies to gather information on issues of national importance.
- Assist with the negotiation of Aid Agreements as required.
- Assist in the development of donor programmes for the Virgin Islands, by providing comments, advice, and information.
- Provide technical and other inputs as a member of Boards/Councils/Commissions etc. as required.

### **Strategic Planning**

- Oversees the preparation of strategic and operation plans across Government ensuring their consistency with the government's policy priorities.

### **General**

- Represent the Office of the Premier at fora designed to have a dialogue with civil society on development issues.
- Represent the Government at national, regional, international conference on development planning, policy and trade issues:
  - i. Prepare reports/papers as requested
  - ii. Attend preparatory meetings and conferences
- Any other reasonable duties that may be assigned from time to time by the Permanent Secretary.

### **Qualifications Required**

#### **Knowledge**

- First degree in Economics or Social Sciences.
- Masters degree in Economics/ Development Studies (from an accredited university).
- Specialization or postgraduate training in Economic Development Planning/Policy or any equivalent combination of education and training that provides the necessary knowledge and skills.



**Experience:**

- A minimum of 8 years of progressive experience in sustainable development planning and policy with at least five years experience at the senior managerial level.
- At least three years' experience in programme management and monitoring.
- Experience in the management of professional staff.

**Key Skills**

- Development planning.
- Policy formulation.
- Economic analysis and general analytical skills.
- Participatory planning skills.
- Policy formulation skills.
- Monitoring & evaluation.
- Word processing and spreadsheet software.
- Public speaking, report writing and presentation.
- Leadership and supervisory.
- Team player.

**Key Work Deliverables**

- Annual operation plan and budget for the Unit.
- Performance Evaluation report on each member of the Unit.
- Outputs agreed for work done on behalf of the Unit by consultants and specialists.
- Sustainable Development Plan (SDP).
- Monitoring & Evaluation Report on the Progress made in implementing the SDP.
- Periodic reports on the state of the economy.
- Reports and policy documents produced in fulfillment of statutory requirements.
- Economic models and projections.
- Reports on social indicators.
- Special reports, position papers, reviews and briefs as required.
- Other policy documents and action plans as per the work plan.
- Policy advice.
- Reports on regional and international meetings, conferences and fora attended on behalf of the Government of BVI.

## **SENIOR POLICY ANALYST (Social Policy)**

### **Key Job Purpose:**

To provide social development advice and technical support to the Government of the Virgin Islands through social analysis research and studies to assist in the promotion of sustainable development in the Virgin Islands.

### **Main Duties:**

#### **Policy Management**

- To promote an integrated social policy approach in key strategic documents, planning and policy processes including appraising policies, programmes, and projects and consultancy reports, assisting in monitoring and evaluation to ensure effective implementation and assessment of policy impact.
- To ensure that social development issues are mainstreamed into all other policy development activities and that social policy commitments are turned into actions.
- To promote a people-centered approach to policy building through the use of participatory techniques and approaches to enhance the participation of different stakeholder groups in policy, programme, and project design.
- To coordinate activities in support of the MDGs and report progress against the local indicators.
- To ensure that Government of BVI complies with and reports on social development conventions and commitments to regional and international agencies.
- Provide training and guidance in participatory approaches, social policy and social development concerns to policymakers.
- Promote, develop and disseminate qualitative social research.

#### **Skills and Competencies**

##### **Academic:**

- A first degree in Social Sciences/Development Studies/Poverty Studies/Social Policy or a related subject area
- A masters degree in Social Policy Development would be *an asset*

##### **Other:**

- Social analysis tools e.g. social impact assessment, gender analysis, poverty social impact assessment, stakeholder analysis, participatory rural appraisal, post-disaster social analysis.
- Social policy research techniques which include quantitative studies such as poverty assessments, surveys of living conditions.
- Spreadsheet design and management.

**Experience:**

Five (5) years of experience in social policy and planning, social policy research.

## **POLICY ANALYST**

### **KEY RESPONSIBILITIES**

- Supporting the promotion of and ensuring an integrated policy formulation approach within and across sectors.
- Supporting the provision of strategic guidance through the development of key strategic documents and appropriate planning and policy processes. This includes the appraisal of policies, programmes, projects, and reports.
- Assist in ensuring the Government of BVI's compliance with particular regional and international socio-economic development conventions, commitments and implementation of initiatives.
- Conducting research and analysis on policy issues in order to guide policy development, with particular emphasis on development policy and planning principles.
- Supporting capacity development across Government in the areas of policy analysis, strategic planning and the use of participatory approaches in policy, programme and project design.
- Preparing relevant reports to support national policy formulation and planning processes.
- Any other reasonable tasks that may be assigned by the Permanent Secretary, Office of the Premier or the Director, Policy, and Planning.

### **PERSONNEL SPECIFICATIONS**

Applicants must have:

- a first degree in Public Policy, Economics, Sociology, Development Studies or a related subject area.

- Three (3) to five (5) years' experience in the area of socio-economic policy development and analysis with managerial experience.
- a proven, key skills set covering the following areas:
  - quantitative and qualitative research tools and techniques;
  - spreadsheet, word processing, and presentation tools;
  - economic and social policy research and analysis;
  - report writing and oral presentation.
- In addition to the above, a post-graduate or professional qualification in Social Policy/Social Research or a closely related field would be an asset.

## **DEVELOPMENT PLANNER**

### **KEY RESPONSIBILITIES WILL INCLUDE:**

- Supporting the processes of formulation and updating of national development and sector strategies, plans, and programmes.
- Providing technical support in the framing of development policy and reviewing programme and project evaluation reports to inform sustainable development plans, policies, and strategies.
- Developing models and employing modeling techniques to support national planning and policy formulation.
- Conducting research and compiling reports on social and economic development through the analysis of relevant data.
- Providing assistance in capacity building within Government in the areas of policy formulation, management, and project appraisal.
- Any other reasonable tasks that may be assigned by the Permanent Secretary, Office of the Premier or the Director, Policy, and Planning.

### **QUALIFICATIONS AND EXPERIENCE**

Applicants must have:

- A first degree in Economics or Social Sciences
- three (3) to five (5) years post graduate experience in the area of Development Planning
- A proven, key skills set covering the following areas:
  - report writing and oral presentation
  - project cycle management
  - strategic and cross-sectoral planning

- socio-economic analysis
- economic modeling
- spreadsheet, word processing, and presentation tools

In addition to the above, a post-graduate Degree in Development Studies, with emphasis on development planning or a closely related field, would be an asset.

## **PLANNING OFFICER**

### **KEY JOB PURPOSE**

Evaluate and prepare analyses on policy and national programmes; provide information and advice to senior management officials for consideration and action.

### **JOB SUMMARY**

The Policy and Planning Officer assists the Director, Policy and Development Planning in developing, implementing and monitoring the Strategic and Business Plans and developing and reviewing organisational and departmental policies. Functions also include collecting, analyzing and compiling data on social, economic and political issues.

### **KEY RESPONSIBILITIES AND DUTIES**

#### **Main Duties:**

- Conducts policy research and analysis of policy issues in order to guide policy formulation.
- Assists with preparing the Government's Policy Framework in conjunction with line ministries and departments.
- Leads the development of policy analysis capacity across GBVI.
- Assists with the formulation, revision, and update of the Sustainable Development Plan and its accompanying Investment Programme.
- Coordinates and integrates policy issues both across Government (horizontal analysis) but also between different levels of Government. The analyst will be required to integrate the research and analysis emanating from other ministries, think tanks, research institutions, etc., into their own work in order to provide the most comprehensive approach possible.

- Prepares reports, briefings - for senior officials, ministers, and the Cabinet on issues of broad national concern, or provides oral briefings on technical issues to senior management or the minister.
- Facilitates the policy analysis process by arranging meetings, engaging stakeholders, and distributing information.
- Represents and explains new policy and its implications to relevant stakeholders.
- Identifies policy gaps in cross-cutting areas that are a priority for the Government.
- Assists with undertaking special investigations and research into urgent matters of high priority that require the attention of Cabinet; especially as these involve cross-cutting issues.
- Assists with the review of the annual legislative agenda to ensure that issues have been appropriately prioritized in support of policy priorities and that inter-dependencies are taken account of.
- Assists with the review of draft legislation to ensure that it is consistent with policy intentions and not inconsistent with other policy goals.
- Provides training and guidance in policy analysis policymakers.
- Researches and prepares background papers that will assist in the development of the Medium Term Policy Framework, National Strategic Development Plans, sectoral plans and policy documents.
- Assists with the review of the impact of major programmes on national development.
- Assists with the provision of sectoral analyses and appraisals to facilitate recommendations for GBVI decision making papers.

## **Skills and Competencies**

### **Academic:**

First degree in Economic Studies, Finance, Public Policy or a related discipline.

### **Other:**

- Policy research techniques for existing policies
- Economic analysis
- Knowledge of:
- Operational plans of all ministries and departments
- All strategic documents (Country Policy Plan, Sustainable Development Plan, Corporate Plans)
- Report writing and presentation
- Project writing and project cycle management skills
- Strategic and cross-sectoral planning skills



- Analytical skills

**Experience:**

At least three (3) years' experience in policy development and or planning, analysis and management

## **SENIOR MONITORING AND EVALUATION OFFICER**

**JOB SUMMARY:**

Under the general guidance of the Cabinet Secretary, supervise and coordinate the Monitoring and Evaluation (M&E) activities related to implementation of the projects and programmes in Ministries/Departments/Agencies for the achievement of national goals and objectives. Duties include: measuring progress against set targets and development outcomes, supervising and coordinating the preparation of all reports relating to M&E in relevant Ministries/Departments/Agencies; supporting the implementation of plans, policies, programmes and projects related to Government's National Development Agenda.

**REPORTS TO: Cabinet Secretary**

**SUPERVISION GIVEN TO: Monitoring and Evaluation Officer**

**DUTIES AND RESPONSIBILITIES:**

- Supervises and coordinates professional and other support staff performing M&E duties.
- Supervises the collection of routine programme monitoring data and facilitates its integration into continuous quality improvement and programme development.
- Supervises conducts and/or commissions evaluation/impact assessment studies of key programmes and projects to ensure achievement of development outcomes and consistency with national goals and objectives.
- Assists with the formulation of M&E recommendations for improving implementation performance and enhancing the design of policies and programmes.

- Manages the maintenance of an electronic management information system with performance indicators and targets embedded in the system for implementation and tracking.
- Performs desk audits, studies and evaluations of ongoing policy and implementation processes of national multi-sectoral programmes.
- Develops operational reporting templates that facilitate the acquisition and aggregation of information on programmes.
- Establishes systems and standards for the assessment, monitoring and evaluation of projects and programmes against their objectives and expected outcomes.
- Coordinates the preparation of reports on all statutory programmes; guides staff in preparing these reports in accordance with approved reporting formats and ensures their timely submission.
- Participates in the ongoing review of the implementation of M&E systems in Ministries/Departments/Agencies.
- Conducts and facilitates workshops, training programmes, orientations, technical training, coaching and support for key stakeholders on monitoring and evaluation towards facilitating capacity building across the public service.
- Represents the Cabinet Secretariat at meetings, conferences, courses, seminars, committee meetings and workshops.
- Prepares and reviews Notes for Cabinet and periodic and/or ad-hoc reports on matters related to monitoring and evaluation of national programmes and projects.
- Performs related work as may be required.

## **KNOWLEDGE, SKILLS AND ABILITIES**

### **KNOWLEDGE:**

- Considerable knowledge of the principles, techniques and methodologies used in the monitoring and evaluation of programmes and projects including quantitative, qualitative and participatory approaches and socio-economic research.
- Considerable knowledge of results based planning.
- Considerable knowledge of management principles and practices.
- Considerable knowledge of governance theories and practices, including methods of implementation.
- Considerable knowledge of government policies, procedures, rules and regulations.
- Considerable knowledge of the organisational structures and systems; and management principles and practices of the public service.

- Knowledge of the principles and practices involved in programme management.

## **SKILLS AND ABILITIES:**

- Skill in the use of personal computers.
- Proficient in the use of Microsoft Office Suite and statistical software.
- Ability to use e-government technology platforms.
- Ability to lead and motivate a team engaged in monitoring and evaluation activities.
- Ability to develop the overall framework for project monitoring and evaluation.
- Ability to plan, organize, direct and co-ordinate the work of professional and other support staff engaged in monitoring and evaluation activities.
- Maximizes opportunities for capacity building and M&E performance improvement through collaboration with other entities, such as CDB, UNDP, etc
- Ability to collaborate with relevant stakeholders to provide relevant information for ongoing evaluation of project activities, effects and impacts.
- Ability to compile and analyse data and prepare comprehensive reports.
- Ability to express ideas clearly and concisely, both in writing and orally.
- Ability to establish and maintain effective working relationships and interact with different stakeholders.
- Ability to use tact and diplomacy in the performance of duties.
- Ability to observe and maintain confidentiality in the performance of duties.

## **MINIMUM EXPERIENCE AND TRAINING:**

- Minimum of six (6) years' experience performing duties related to policy development, planning, research and monitoring and evaluation, including a minimum of three (3) years' experience in supervising a team with responsibility for monitoring and evaluation, planning and public management.
- Training as evidenced by the possession of a Bachelor's degree in one of the Social Sciences, such as Public Sector Management or Project Management; or in a related field from a recognized University; supplemented by postgraduate certification in Monitoring and Evaluation Methods and Procedures from a recognised institution.

## **MONITORING AND EVALUATION OFFICER**

### **Job Summary:**

Establish and implement or assist in the establishment and implementation of Monitoring and Evaluation (M&E) Systems for programmes/projects in a Ministry/Department/Agency. Duties include formulating programme/project outcomes, performance indicators and data capture systems; assisting in new programme/project development; conducting cost benefits and cost effectiveness analyses; maintaining M&E databases and reporting on M&E activities.

### **Key Job Purpose:**

Support Government's planning and resource allocation processes through the systematic monitoring and evaluation of the implementation of national and ministry level policies and plans.

### **Main Duties:**

Under the general guidance of the Senior Monitoring and Evaluation Officer:

- Ensures standards and guidelines for performance monitoring and reporting are developed and adhered to across government.
- Assists in developing and maintaining a comprehensive performance management system for the whole of government to include the establishment of guidelines for the development of various forms of internationally acceptable performance indicators.
- Reviews the relevance and robustness of performance indicators proposed by Ministries and Departments.
- Establishes a performance management timetable including all external requirements to include liaising with development partners and other external agencies to ensure that all reporting obligations are met.
- Reviews and rationalizes performance management requirements to streamline information collection and reporting.
- Assists with the development of a monitoring framework and supports the process of the monitoring and evaluation of the national goals and objectives.
- Develops and oversees the maintenance of a monitoring framework for Cabinet Decisions.
- Drafts monitoring and evaluation sections of proposals as required for major programmes and projects within Ministry/Department/Agency.
- Supports the monitoring and evaluation of sectoral plans.

- Oversees the collation and analysis of performance data received from all Government entities.
- Monitors the performance of government at the Ministry/Department and cross-sectoral levels using established indicators and identify areas for action and resolution.
- Assists in the preparation and publish of regular (Quarterly and Annual) performance reports.
- Prepares or assists the preparation of Notes for Cabinet and periodic and/or ad-hoc reports on matters related to monitoring and evaluation activities of the Ministry/Department/Agency.
- Maintains close working relationships with the statistics function to maximise the gains from data collection and analysis and ensure consistency of standards and approaches.
- Facilitates external evaluation and review exercises.

## **Skills and Competencies**

### **Academic:**

First degree in Public Sector Management or a related Social Sciences discipline.

### **Other:**

- Management for Development
- Monitoring & Evaluation
- Report writing and presentation
- Project cycle management skills
- Analytical skills

### **Experiences:**

Three (3) to five (5) years of job-related experience. Postgraduate experience with responsibility for a monitoring and evaluation project(s) would be an asset.

## **MONITORING AND EVALUATION OFFICER**

### **Key Job Purpose:**

Support Government's planning and resource allocation processes through the systematic monitoring and evaluation of the implementation of national and ministry level policies and plans.

### **Main Duties:**

- Ensures standards and guidelines for performance monitoring and reporting are developed and adhered to across Government.
- Develops and maintain a comprehensive performance management system for the whole of Government to include the establishment of guidelines for the development of various forms of internationally acceptable performance indicators.
- Reviews the relevance and robustness of performance indicators proposed by Ministries and Departments.
- Establishes a performance management timetable including all external requirements to include liaising with development partners and other external agencies to ensure that all reporting obligations are met.
- Reviews and rationalizes performance management requirements to streamline information collection and reporting.
- Develops a monitoring framework and leads the process of the monitoring and evaluation of the Sustainable Development Plan (SDP).
- Develops and oversees the maintenance of a monitoring framework for Cabinet Decisions.
- Supports the monitoring and evaluation of sectoral plans.
- Oversees the collation and analysis of performance data received from all Government entities.
- Monitors the performance of Government at the Ministry/Department and cross-sectoral levels using established indicators and identify areas for action and resolution.
- Prepares and publish regular (Quarterly and Annual) GoM performance reports.
- Maintains close working relationships with the statistics function to maximise the gains from data collection and analysis and ensure consistency of standards and approaches.
- Maximizes opportunities for capacity building and M&E performance improvement through collaboration with other entities, such as CDB, UNDP, etc.
- Facilitates external evaluation and review exercises.



## **Skills and Competencies**

### **Academic:**

First degree in Public Sector Management or a related Social Sciences discipline.

### **Other:**

- Management for Development
- Monitoring & Evaluation
- Report writing and presentation
- Project cycle management skills
- Analytical skills

### **Experience:**

Three (3) to five (5) years of job-related experience. Postgraduate experience with responsibility for a monitoring and evaluation project(s) would be an asset.

## **RESEARCH AND DATABASE OFFICER**

### **Key Job Purpose:**

Maintain Government's performance monitoring systems and processes that ensure appropriate performance data collection and management.

### **Main Duties:**

- Assists with ensuring that strategic plans are accompanied by proposals for monitoring and assessing the effectiveness of implementation.
- Monitors and evaluates the implementation of Executive Council Decisions and prepares monthly reports.
- Assists with monitoring the performance of Government both at the level of individual Ministries and Departments, cross-sectoral basis; and the whole of Government.
- Assists with the reviewing of performance monitoring systems and processes on a regular basis, developing and adapting them to meet the needs of GBVI.
- Assists with reviewing and reporting on the relevance and robustness of performance indicators proposed by Ministries and Departments.
- Participates in the monitoring and evaluation of the Sustainable Development Plan (SDP).

- Undertakes regular follow-up on all government Ministries and Departments to ensure that performance information is being gathered by their internal systems on an ongoing basis.
- Gathers performance data on an established timetable from Ministries and Departments against plans and performance indicators.
- Verifies the data by which progress towards results will be measured for completeness and accuracy.
- Analyzes data to identify trends in performance.
- Contributes to the preparation of performance reports on an established timescale for the whole of Government and external agencies.

## **Skills and Competencies**

### **Academic:**

Diploma in Public Sector Management or a related Social Sciences discipline.

### **Other:**

- M&E database manipulation
- Monitoring & Evaluation training
- Report writing and presentation skills

### **Experience:**

Three (3) to five (5) years of job experience in the public service at a middle management position.



## GOING GREEN, GOING SMART

**SPEECH FROM THE THRONE DELIVERED BY  
HIS EXCELLENCY THE GOVERNOR MR. AUGUSTUS J.U JASPERT  
First Sitting of the Second Session of the Fourth House of Assembly**

**House of Assembly Chambers**

**Thursday, 14<sup>th</sup> November, 2019  
10:00 a.m.**

Honourable Speaker, Honourable Members of the House of Assembly, invited guests in the gallery, those listening via radio and online, good morning

I count it an honour and privilege as Governor of the British Virgin Islands to deliver the Speech from the Throne on behalf of Her Majesty Queen Elizabeth II.

The Speech from the Throne is a tradition in the Commonwealth countries and British Overseas Territories. Today's Speech will outline the Legislative Agenda of the elected Government of the Virgin Islands during this First Sitting of the Second Session of the Fourth House of Assembly.

The Speech from the Throne is prepared within the Premier's Office in consultation with Ministries. The Speech is then deliberated and approved by the elected Government of the Virgin Islands.

In this speech, I will refer to Her Majesty's Government as 'Our Government'.

During this Session, our Government will focus on introducing and amending different pieces of legislation under the theme: ***Going Green, Going SMART***.

Our Government will bring forward different pieces of legislation this upcoming session designed to benefit the people of the British Virgin Islands, their wellbeing, socially and economically.

Our Government will deliberate each piece of legislation within the context of SMART strategies, green development, economic stability, and empowerment of the people to ensure transformation and long term resilience of the Virgin Islands.

Towards this end, and in no particular order, our Government is creating the platform to drive green innovation, green diversification, and green expansion of the economy.

Our Government is aware that some of the pieces of legislation that will be mentioned today were previously highlighted in former speeches from the Throne. Our Government understands the issues the Territory has been grappling with for decades, and our Government intends to address them now.

Our Government will bring forward a longstanding suite of electronic legislation to support the comprehensive digital transformation of the Public Service and improve e-payments for customers. The Bills include **Data Protection, Electronic Filing, Electronic Funds Transfer, and Electronic Transactions.**

To enhance our Government's green agenda, the **Archives and Records Management Act, 2010**, will be amended to establish the Archives and Records Management Department and to provide for the preservation of public archives and records from an electronic perspective.

*Going Green, Going SMART* also includes innovation.

Our Government will mobilise and attract foreign and domestic investment to enhance economic development, reduce unemployment, grow entrepreneurship, accelerate growth, and diversify the economy through the proposed **BVI Investment Bill.**

Additionally, the **Incentive Legislation Bill** will be introduced to ensure the empowerment of local investors and local businesses in all sectors of the economy, inclusive of all, but not limited to tourism, health, entrepreneurship, agriculture and fisheries.

Our Government will revise the **Securities and Investment Business Act** to establish the requirements for private investment funds to be recognised by the Financial Services Commission, the criteria to be satisfied for the Commission to grant recognition, and a requirement for these entities to act in accordance with the provisions established within their constitutional documents. This Bill is required to satisfy aspects of the European Union's economic substance requirements which will result in the following related subsidiary legislation - the **Private Investment Funds, Regulations 2019, the Mutual Funds (Amendment) Regulations, 2019, the Public Funds (Amendment) Code, 2019, the Foreign Funds Regulations, 2019, and the Incubator and Approved Funds Regulations, 2019.**

An integral part of *Going Green, Going SMART* will be realised through proposed amendments to the **Customs Management and Duties Act.** The objective is to encourage investments in

Green SMART products. Other amendments to this Act also include measures that will increase and reposition the Territory as the sailing capital of the world.

To encourage fair and equitable business practices for consumers and businesses, our Government is committed to ensuring that the **Consumer Protection Bill** moves forward once and for all.

Very shortly, the British Virgin Islands will be audited by the International Maritime Organisation (IMO) under the global standards set by the IMO Instruments Implementation Code. Our Government is placing great emphasis on ensuring that the Territory maintains its Category One shipping status to continue registering large ships under the International Maritime Conventions.

An important part of this mandatory audit is the introduction of longstanding maritime legislation.

Our Government will amend the **Merchant Shipping Act 2001** to increase the registration of ships.

The **Nairobi Convention on Wreck Removal** will be brought forward to make ship owners accountable and financially liable for removing wrecks.

The **Merchant Shipping (Fees and Charges) Regulation 2008** will be aligned with current market prices.

In tandem with that effort, a Bill to amend the **Merchant Shipping (Small Ship Registration and Certification) Regulation 2017** will be placed before this House to have vessels properly identified, inspected and issued with a coastal craft licence.

Proposed legislation titled the **Merchant Shipping Accident Investigation Regulations 2019** will inform the set-up of an independent Marine Safety Investigation Authority to carry out safety investigations on marine accidents.

The **Merchant Shipping Port State Control Regulations** will be brought forward to ensure inspection on international ships and also inspection of the master and crew on board.

The **Merchant Shipping (International Safety Management Code) Regulations** will be introduced to ensure safety at sea, prevention of human injury or loss of life, and avoidance of damage to the marine environment.

Additionally, our Government will propose the enactment of **Merchant Shipping (Ballast Water Management) Regulation 2017** to control ballast water and sediments of ships and prevent the spread of harmful aquatic organisms from one region to another.

Our Government is committed to the blue economy and the green economy of the Virgin Islands through environmental management, ecological integrity, and protection of our natural resources to ensure economic growth and development.

It is for this reason that our Government is tackling Climate Change as one of its high priority areas. Our Government believes in a beautiful, clean, and healthy green environment. Therefore an amendment to the ***Climate Change Trust Fund Act*** will allow for greater access to funding that may become available to the Virgin Islands.

Along the lines of sustainable development and climate adaptation, the ***Beach Use Policy*** will be introduced and ratified in this Session to ensure environmental management and maintenance of beaches.

Our Government believes in its primary responsibility to preserve and protect the natural assets and environment of the Virgin Islands. Our Government remains committed to its further responsibility to ensure that the sea as an asset is used sustainably to provide benefits for the people of this Territory.

On an immediate priority basis, our Government will give the tourism sector the attention and level of priority it deserves and focus on strengthening the accommodation sector, bringing new hotel investment, and supporting the marine sector.

Our Government will place special focus on different pieces of tourism legislation to ensure that the Virgin Islands remain on the bleeding edge with Tourism being a strong pillar. Our Government will introduce the ***AirBnB Tax*** legislation and ***Yachting Aid*** legislation to ensure the development of the local tourism product. Tourism development also means investing in the infrastructure locally and recognising the Film Commission as a vibrant investment center that can boost revenue.

There will be the introduction of the regulation for the ***Tourism Act***, which will include, but not limited to the ***Anti Visitor Harassment and Solicitation*** legislation. The efforts will be buttressed with the National Tourism Strategic Plan to bring more legislative and regulatory structure to the Territory. The structure will include the establishment of stronger linkages and involvement of all sectors within the Territory to ensure “one tourism” mandate.

Our Government will use the opportunity to improve the linkages between tourism and other productive sectors such as fishing, agriculture, and cultural heritage.

The *Going Green, Going SMART* Legislative Agenda of our Government also includes the agricultural and fisheries sectors, which are important to the historical, economic, and cultural identity of the Territory. That is why legislative reform and other measures will be put in place to increase the earning potential of fisher folks and farmers.



By now it is evident, the strength and unpredictability of hurricanes in these present times are an indication that Climate Change is not a myth, but a reality. That is why our Government is placing an even higher emphasis on the quality and standard of the Territory's physical infrastructure through green building strategies and practices.

As a result, our Government is moving forward with introducing the **Architects, and Engineers Registration Bill** to ensure that all architects and engineers practicing in the BVI are registered, licensed, and regulated to strengthen the enforcement aspect of the **Business and Constructions Regulations**.

This also means amending the **Physical Planning Act, 2004**, to ensure that the application of green building technologies apply to all development, whether it is for public infrastructure, residential, or commercial buildings.

Amendments will also be made to the **Wickham's Cay Development Authority Ordinance (Cap. 281)** to introduce a board and a secretariat to assist with the management of Road Town, which is the capital of the Virgin Islands.

There are many aspects of development, with the safety and upgrade of the public roadways being one of them. Our Government will bring forward the **Road Traffic Act (Cap. 218)** for amendments to incorporate green SMART development.

Preparatory work to achieve the lifting of the restrictions on jet skis and motorcycles will continue as our Government works diligently to put the appropriate legislation in place.

Our Government's green strategy calls for the further development and expansion of the water network across the Territory through amending the **Water Supply Ordinance (Cap. 153)**. The Ordinance will be further expanded to ensure tertiary treatment of sewage.

Our Government will also reform the law regulating waste management. **The Waste Management Act** will strengthen the legal framework for sustainable management of household waste, industrial waste, construction, demolition waste, and hazardous waste to protect health and the environment while improving the aesthetics of the Territory.

Our Government will bring forward the **Disaster Management Bill** to provide for the more effective organization of the efforts related to the mitigation of, preparedness for, and recovery from hazards affecting the British Virgin Islands.

The safety of the people and the well-being of law enforcement officers remain of paramount importance to our Government. To this end, the security of the people and the growth and development of the economy means supporting the work of the police by modernising and amending the **Police Act (CAP. 165)**.

Our Government recognises the need to protect the safety of persons who may have witnessed a crime. The introduction of the ***Witness Anonymity Bill*** will strengthen the capacity of our law enforcement agencies, through the courts, to make a witness anonymity order.

The ***Liquor Licence Act (CAP. 106)*** will be brought to this House to upgrade the legislation so that it is aligned with current practices.

Our Government is in support of a modern Public Service and will introduce the ***Public Service Management Bill*** to replace the General Orders, 1982, to provide a legal framework for the overall management, organisational structure, administration and proper establishment of the Public Service of the Virgin Islands.

Legislation on the ***Integrity in Public Life*** will be brought forward to preserve and promote the integrity of public officials and public institutions.

Additionally, our Government remains committed to good governance, transparency, and accountability and will work towards the ***Whistleblower Legislation*** to cover both the public and private sectors.

Introducing legislation in the context of *Going Green, Going SMART* can only further empower people, especially in the area of health.

The ***Tobacco Products Control Act, 2006***, will be amended to meet the basic provisions outlined in the World Health Organisation Framework Convention for Tobacco Control to protect present and future generations from the devastating health, social, environmental, and economic consequences of tobacco consumption and exposure to tobacco smoke.

The ***Medical, Dental, and Allied Health Professionals Act*** will be introduced to distinguish between licensing and registration. It will also broaden the categories of registration, expand the range of practitioners registered under the Act, and include a requirement for continuing education, among other provisions.

Additionally, the ***Public Health Ordinance (Cap. 194)*** will be amended to provide for the establishment of disease registries, including a National Cancer Registry, as part of a comprehensive Cancer Control Programme aimed at reducing the number of cancer cases and deaths, and improving the overall quality of life of cancer patients.

Our Government will seek to develop the legislative framework to allow for the production and sale of medical marijuana. Through legislation there will be an increase in the economic resilience of the Territory, among many other positive medicinal benefits.

Putting the necessary legislation in place to ensure the empowerment of the people is important, but transformation and long term resilience of the Virgin Islands cannot happen without our Government's commitment to educational development and SMART schools.

Our Government is mindful that in today's technological age, the education system is evolving, and the Territory's schools must keep pace with the rest of the world. That is why there will be a focus on amending the **Education Act (2004)** to bring this legislation in line with the current and future education trends.

In line with the **Education Act (2004)**, our Government remains committed to ensuring that students receive the best possible instructions and are trained to become functional citizens within this Territory. To realise this, our Government will focus on the revision of the **Education (Student Code of Conduct) Rules, 2006** to ensure that guiding principles are in place for building students' character.

Our Government is committed to supporting the Virgin Islands' cultural development in the Territory. It is recognised that the preservation of the Virgin Islands' unique culture, traditional values, and pride of its people are all worth fighting for to lay the foundation for future generations. Such recognition serves as a springboard for the revision of the **2013 Culture Policy of the Virgin Islands** to be ratified by the House of Assembly.

Our Government strongly believes in strengthening and empowering youth. In this vein, our Government will focus on revising the **Virgin Islands National Youth Policy and Strategic Plan 2014-2019** to bring this policy up-to-date so that it addresses the challenges and opportunities to achieve positive youth development.

Recent major successes of our Territory's athletes in sports on the regional and international stage have highlighted the importance of our Government introducing the **Virgin Islands National Sports Council Act** to provide for the establishment of a National Sports Council. The Act will also provide for a comprehensive management mechanism to support all sports and recreation in the Territory.

Also, in the area of sports, there will be the introduction of the *Horse Racing Act, 2001*, to provide for the establishment of a Horseracing Commission. This will better regulate the sport, which is one of this Territory's greatest past times.

Additionally, our Government will put forward legislation to introduce and regulate the gaming and betting industry to provide for the establishment of the *Gambling (Gaming and Betting) Control Commission*. The Commission will establish a licensing framework that will avert criminal or illegal activities. The gaming and betting industry will, among other areas, cover sectors such as horse racing and the cruise industry. These are areas, which have not previously been structurally targeted to encourage revenue and employment.

In order for our Government to carry out its *Going Green, Going SMART* Legislative agenda, a strong and functioning House of Assembly is important.

Our Government is pleased to report that thus far five Committees of the House of Assembly were constituted during the last Session. All of which have already started meeting. This can only strengthen democracy.

For the first time in the history of the House of Assembly, a Bill was sent to a Select Committee of the House where the Committee met, made amendments to the Bill, and produced a report so that the Bill could have moved from the Select Committee stage back to the House of Assembly for further consideration. The Bill was then reported out of Committee and passed by the House of Assembly. This important Bill is entitled “**Computer Misuse and Cybercrime (Amendment) Act 2019**”.

The Youth Parliament now falls under the House of Assembly. Legislation will be explored to ensure significant youth participation in our democracy.

It is our Government’s intention to have at least one Sitting a year on a few Sister Islands, so that members of the public can get further experience and exposure to the proceedings and to be a part of monitoring the progress of our Government’s Legislative Agenda.

Our Government during this First Sitting of the Second Session of the Fourth House of Assembly will be swiftly moving forward with some of the legislation mentioned in this Speech from the Throne.

In closing, our Government’s Legislative Agenda has been laid out for this Session, and it will be monitored by the Premier’s Office to ensure that it moves forward with fortitude and determination. Notwithstanding, as the need arise, other pieces of legislation not mentioned will be considered from time to time.

Honourable Speaker and Honourable Members of this House, I thank you.

Office of the Governor					
2021 Revised Budget					
As of September 30, 2021					
Subhead	Description	2021 Approved Budget	2021 Revised Budget	Variance	Notes
	<b><u>Employee Compensation</u></b>				
511120	Permanent Secretaries/Heads	58,003.00	24,066.00	33,937.00	
511130	Personnel (Staff) Salaries	364,934.00	369,739.27	(4,805.27)	
511210	Full Time Wage Earners	22,455.00	33,302.79	(10,847.79)	
511220	Part Time Wage Earners	30,502.00	18,366.96	12,135.04	
511410	Travel Allowance	-	-	0.00	
511411	Telephone Allowance	842.40	70.20	772.20	
511413	Car Allowance	2,592.00	1,512.00	1,080.00	
511414	Special Duty Allowance	5,184.00	12,192.00	(7,008.00)	
511419	Entertainment Allowance	18,332.00	23,033.00	(4,701.00)	
511499	Other General Employee Allowance	-	-	0.00	
511523	Orderly Allowance	6,000.00	7,550.00	(1,550.00)	
511531	Acting Allowance and Leave Relief	2,000.00	2,016.00	(16.00)	
511599	Other Specific Employee Allowance	10,000.00	10,034.00	(34.00)	
	<b><u>Social Contributions</u></b>			0.00	
512210	Social Security Contributions	17,115.00	15,986.89	1,128.11	
512220	Payroll Tax	21,043.00	19,946.03	1,096.97	
512230	Health Insurance	21,135.00	18,227.33	2,907.67	
	<b><u>Rent</u></b>			0.00	
521410	Rent of Vehicles	-	-	0.00	
521999	Other Rent	500.00	-	500.00	
	<b><u>Goods and Services/Utilities</u></b>			0.00	
522110	Mobile	3,350.00	2,518.34	831.66	
522120	Landline	1,080.00	960.67	119.33	
522130	Internet	3,360.00	2,519.00	841.00	
522220	Electricity (General)	42,600.00	36,117.49	6,482.51	
522310	Water (General)	225.00	190.00	35.00	
522320	Drinking Water	600.00	400.00	200.00	
522410	Cable TV Fees	-	1,663.00	(1,663.00)	
522510	Gasoline	2,640.00	2,487.76	152.24	
522530	Propane	600.00	600.00	0.00	
522599	Other Fuel	250.00	252.50	(2.50)	
522610	Postage and Courier Costs	25.00	22.25	2.75	
	<b><u>Supplies</u></b>			0.00	
523110	Books and Subscriptions	-	-	0.00	
523120	Printing	2,900.00	2,900.00	0.00	
523130	Stationery	900.00	708.53	191.47	
523140	Minor Equipment	1,500.00	1,500.00	0.00	
523150	Software	-	-	0.00	
523160	Furniture and Appliances	6,280.00	6,280.00	0.00	
523165	Fixtures and Fittings	3,000.00	1,920.66	1,079.34	



523170	Major Equipment	5,100.00	-	5,100.00	
523199	Other General Supplies	5,500.00	4,076.17	1,423.83	
523210	Uniforms	650.00	650.00	0.00	
523212	Small Tools	220.00	220.00	0.00	
523214	Electronic Storage	100.00	60.00	40.00	
523225	Construction Materials	3,500.00	3,356.76	143.24	
	<b><u>Repair and Maintenance (Minor)</u></b>			0.00	
524110	Building - Minor Repairs/Maint.	2,450.00	2,450.00	0.00	
524113	Vehicle/Vessels - Minor Repair	2,670.00	2,670.00	0.00	
524114	Landscaping Government Premise	570.00	570.00	0.00	
524115	Office Equipment - Minor Repair	7,080.00	7,236.50	(156.50)	
524199	Other Minor Repairs/Maint.	4,300.00	4,479.80	(179.80)	
	<b><u>Travel</u></b>			0.00	
525120	Transportation (Domestic)	818.00	818.00	0.00	
525130	Subsistence (Domestic)	-	-	0.00	
	<b><u>Training</u></b>			0.00	
526110	Domestic - Training	-	-	0.00	
	<b><u>Services</u></b>			0.00	
528120	Broadcasts	-	-	0.00	
528130	Security	-	-	0.00	
528170	Cleaning Services	300.00	300.00	0.00	
	<b><u>Consultancy</u></b>				
528299	Other Consultancy	-	-	0.00	
	<b><u>Waste Collection</u></b>				
528399	Other Waste Collection	1,500.00	1,800.00	(300.00)	
	<b><u>Insurance</u></b>				
528520	Vehicle Insurance	5,440.00	5,440.00	0.00	
528599	Other Insurance	-	-	0.00	
	<b><u>Other Services</u></b>				
528620	Remittance and Agents Charges	-	-	0.00	
528625	Bank Charges and Fees	-	-	0.00	
528665	Freight Charges	300.00	300.00	0.00	
528675	Transportation	-	-	0.00	
528699	Other Services	2,655.00	2,090.00	565.00	
	<b><u>Entertainment</u></b>			0.00	
529110	Entertainment	-	-	0.00	
	<b>Total Expenses:</b>	<b>693,100.40</b>	<b>653,599.90</b>	<b>39,500.50</b>	



CABINET PAPER RECORD & EXTRACT FROM THE MINUTES OF THE MEETING  
OF THE CABINET OF THE VIRGIN ISLANDS HELD AT  
FINANCIAL SERVICES COMMISSION'S CONFERENCE ROOM,, JONES BUILDING  
7th January, 2021

TO: Minister of Finance

CC: Acting Financial Secretary

DATE: 13th January, 2021

Paper No.	<u>Memo No. 10/2021</u> <u>(/memorandums/552)</u>
Date Arrived in the Cabinet Office:	<u>6th January, 2021</u>
Date Approved by the Cabinet Steering Group:	<u>LATE</u>
Date Sent to Cabinet:	<u>7th January, 2021</u>
Cabinet Confirmation Date:	<u>13th January, 2021</u>
Expedited Extract Issued:	<u>7th January, 2021</u> <u>(/expedited extracts/642)</u>
Cabinet Extract:	

Approval to Tender for Compensation Review  
Memo No. 10/2021

Cabinet decided:

- a. to conduct a service-wide compensation review to advise on the most relatively competitive compensation for the Public Service, to address remuneration disparity to further support the retention, engagement

and motivation of skilled and competent officers, to effectively deliver public services;

- b. that tenders be invited from local companies with expertise in conducting salary reviews to undertake the exercise and that the terms of reference include the following:
  - i. assess as part of a global review the current role profiles in the context of organisational structures against industry/region classifications to advise on proposed regrading or alternate grading;
  - ii. recommend the total compensatory (salary and allowances) terms in review of industry benchmarks locally and regionally (public and private sectors)— for alignment of salaries assigned to roles with similar job weight and structures, especially addressing technical and highly competitive market roles (e.g. Digital, Legal, Financial);
  - iii. assess the equity of pay across like roles;
  - iv. advise on the maintenance of a reclassification evaluation process, inclusive of a pay structure and revised grade scale. This would take into account the total net remuneration comprehensively assessing the impact of taxation and other statutory deductions, and address anomalies where applicable;
  - v. advise on a pay progression system and recommend an inflation target for personal emoluments;
  - vi. design methodology and a guide for scheduled interim committee reviews of selected post/industries to promote consistency, equity and careful scrutiny of proposals for salary increases; and
  - vii. report reflected differences in the terms and conditions of employment between the public and private sector and between

related groups in the Service, taking account for job security and the overall value of benefits.

- c. that the exercise should be completed within one (1) year of the start date; and
- d. that an expedited extract be issued to allow for the decision of the Cabinet to be acted upon before the confirmation of the Minutes.

Ms. Sandra Ward  
14th January, 2021