

RECOVERY TO DEVELOPMENT PLAN OF THE VIRGIN ISLANDS





GOVERNMENT OF THE
VIRGIN ISLANDS



RECOVERY TO DEVELOPMENT PLAN OF THE VIRGIN ISLANDS

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Government of the Virgin Islands
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Message from the Premier

The unprecedented trio – extreme floods on 7 August, Hurricane Irma on 6 September and Hurricane Maria on 19 September – affected the lives and livelihoods of each and every resident of the Virgin Islands. These three events resulted in significant damages which exceeded the Gross Domestic Product of the Territory. Hurricane Irma, the most destructive of the three events, caused widespread damage to the housing stock, road infrastructure, ports, telecommunications, electrical infrastructure and critical facilities. Four lives were lost and 125 persons were injured in the devastation.

The three extreme weather events have exposed the vulnerability that the Virgin Islands and other small islands face being on the frontline of climate change. The trends in ocean warming, sea level rise and the diminishing economic value of the environment caused by these occurrences, all point to the undeniable truth that climate change is real. Its impact has changed the course of our history and has plunged our nation into crisis. However, it is said that you should never let a good crisis go to waste.

Immediately following Hurricane Irma, the Government began the work of bringing relief to the people of the Virgin Islands. Soon thereafter, we began the process of developing a plan to help the Territory recover. Preliminary work was done on a Recovery and Development Plan, which contained proposals for returning the Territory to some state of normalcy in the short term and to a more sustainable and resilient state in the longer term.

These initial proposals were discussed in consultation with stakeholders and the general public and we now have what is a revised Recovery to Development Plan. In addition to the Plan, the Government has established a Recovery and Development Agency (RDA) through the Virgin Islands Recovery and Development Agency Act, 2018. The Agency will have a five-year life and in consultation with the Government implement priority projects contained in the Plan in a timely and efficient manner.

The resilience and faith instilled in our DNA by our ancestors has brought us through many challenges. Let us therefore seize this opportunity that Hurricane

Irma has presented us with, to build a stronger, smarter, greener and better Virgin Islands that continues to be an ideal place to live, work and visit. Our vision for the Virgin Islands will guide us in 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.

This bold and ambitious vision will be built around our most important resource, our people and the lessons we have learned from our history and our shared experiences. It will guide the implementation of the Recovery to Development Plan and shape the work of the Government and its Ministries, the RDA our development and Non-Governmental Organisation partners.

Our investment over the years in disaster preparedness, risk reduction and climate change adaptation, will be the cornerstone of our vision for a stronger, greener, smarter and better Virgin Islands.

I sincerely hope that by the end of the Plan's mandate, the people of the Virgin Islands will have safer homes, better health and social services, smart learning institutions for students, stronger national pride and identity, a green and innovative economy, economic success based on sustainable environment principles, a resilient physical infrastructure, a peaceful and safe Territory, strong governance underpinned by the rule of law and a resilient disaster management structure.

This Recovery to Development Plan is the beginning of our journey to building a stronger Virgin Islands and there is only one way to get there: TOGETHER! Thank you for the role you played in ensuring that this plan is representative of all in the Virgin Islands.

We are BVI STRONGER!



Dr. The Honourable D. Orlando Smith, OBE
Premier and Minister of Finance
Government of the Virgin Islands

EXECUTIVE SUMMARY



Executive Summary

An Unprecedented Trio of Extreme Weather Events

On 6 September, 2017, Hurricane Irma, a Category 5 hurricane, passed directly over the Virgin Islands, inflicting catastrophic damage to the islands. The hurricane brought sustained winds of 185 miles per hour and gusts of up to 225 miles per hour.

Hurricane Irma was followed by Hurricane Maria, another Category 5 hurricane, on 19 September, 2017, which passed north of the Territory and deposited 8 inches of rain. The hurricane primarily affected the northern coast of the main island of Tortola, which suffered severe coastal erosion.

The two hurricanes were preceded by a tropical wave on 7 August, 2017, which caused unprecedented rainfall across the Territory (almost 15 inches in just over 20 hours), resulting in rock falls, landslides, flooding and damage to infrastructure, homes and businesses.

Catastrophic Damage to the Virgin Islands

The three events resulted in significant damage which exceeded the Gross Domestic Product (GDP) of the Territory. Hurricane Irma, the most destructive of the three, took four lives, injured nearly 125 persons and temporarily displaced a significant portion of the population. Due to the severity of the event, loss of life and extensive damage to the Territory's infrastructure, a State of Emergency was declared on 7 September, 2017, and remained in effect until 5 October, 2017. Most persons sustained damages to their homes and property, and Territory-wide access to electricity, water and communication services was severely hindered. The hurricanes caused varying levels of damage to most of the educational and health facilities, post offices, and fire and police stations across the Territory.

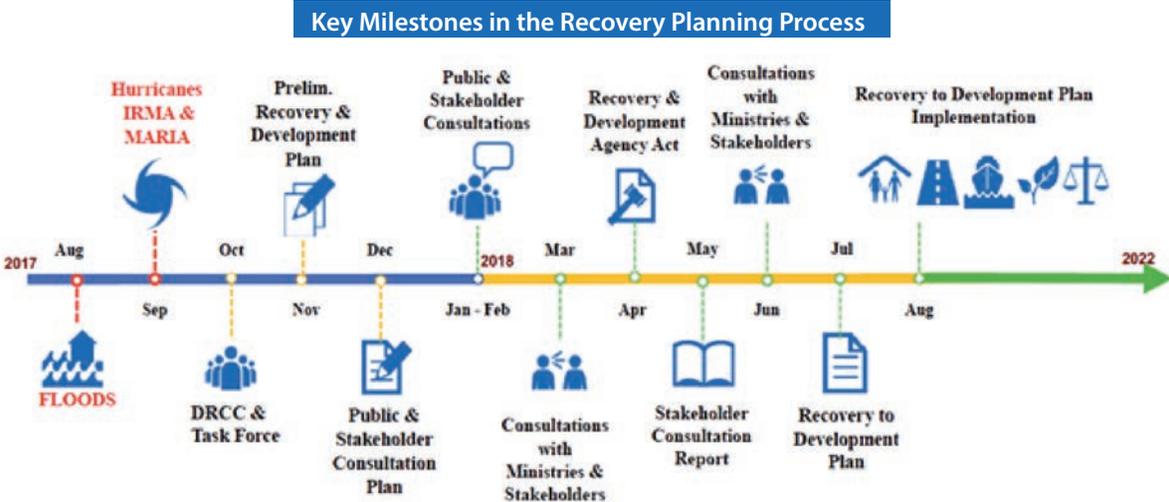
Financial services, one of the two main pillars of the economy, managed to continue its operations from outside the Territory, with the activation of business continuity plans by service providers. However, the other pillar of the local economy, tourism, was heavily impacted, curtailing its contribution to GDP over the next year or two. The magnitude of the events and their impact on the population and economy, including the public service, warranted a different approach to address the immediate and long-term recovery and development needs of the Territory.

From Relief to Recovery towards Development

Concurrent with the relief efforts led by the Department of Disaster Management (DDM) in the days following the storm, senior Government officials began the process of establishing the framework, which would guide the recovery of the Territory. This effort was led by the Cabinet-appointed Disaster Recovery Coordinating Committee (DRCC), which produced a Preliminary Recovery and Development Plan with the initial list of priority actions in the short, medium and long term for each sector and sub-sector critical for the Territory's recovery and development.

A simplified version of the Preliminary Plan was published in the form of a document titled "Public Consultation on the Recovery and Development of the Virgin Islands" and was used as the vehicle for conducting public and stakeholder consultations. This Recovery to Development Plan (the Plan) is a synthesis of the Preliminary Plan, the Stakeholder and Public Consultation Report as well as inputs from the various Ministries.

As compared to the Preliminary Recovery and Development Plan that focused on recovery, in response





to the public feedback to have the development aspects reflected more strongly in the Plan, this Plan includes both recovery and development projects, programmes and policy initiatives, while retaining its emphasis on recovery. The developmental aspects of the Plan were elaborated through additional inputs received from sectoral experts, relevant Ministries and Statutory Bodies, through follow-up discussions after the stakeholder and public consultations. This Plan is therefore structured as a Recovery to Development Plan, which while focusing on the recovery of the Territory, lays the foundation for a comprehensive National Development Plan to guide future growth of the Virgin Islands.

Recovery and Development Vision and Strategic Outcomes

The unprecedented trio of disasters presents an opportunity to set a bold vision for the Territory that will harness the energy, imagination and capabilities of all stakeholders and challenge them to achieve the best outcomes for the people, communities and businesses of the Territory and make the Virgin Islands the “ideal place to live, work and visit”.

“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.”

1. Human and Social Services

COHESIVE AND EMPOWERED SOCIETY

Promoting healthy living, enhancing livelihoods, creating a highly skilled population and embracing and showcasing the diversity of the Virgin Islands culture and heritage, by:

1. developing a modern healthcare system that is accessible and affordable and provides world class services through innovative technology and specialised services, including through a completed Iris O’Neal Clinic, polyclinics in eastern and western ends of Tortola and purpose-built ambulance boat;
2. providing social protection to every vulnerable member of society and ensuring that their basic needs are met, including through a repaired Autism Centre and new homes for elderly on Tortola and Virgin Gorda;
3. developing our education system to be modern, well-resourced, technology-driven and relevant to our industries, including through redeveloped public schools built on Sustained, Mitigation, Adaptation and Resilient, Techniques (SMART) principles; and
4. developing and promoting our culture, history and traditions; and cultivating our talent, arts, sports and creative industries through education, restored museums and heritage sites.

2. Business and Economy

VIBRANT AND INNOVATIVE ECONOMY

Solidifying Virgin Islands’ worldwide competitive position in tourism and financial services, diversifying the economy and establishing an enabling environment for businesses, by:

1. creating a unique and memorable experience for our visitors, delivered with the highest industry service standards, world class accommodation and an exceptional tourism product, rebuilding hotels, improving infrastructure and attractions, and enhancing service delivery as outlined in a new National Tourism Strategy;
2. remaining the premier yachting destination by incentivising the industry to grow and create an efficient business environment for it to thrive;
3. placing the environment at the forefront of our tourism product by encouraging low impact, high yield business;
4. becoming the leading facilitator of global finance by offering a diversified suite of business solutions, new value-added services and more on-island businesses;
5. investing in technology-based and innovative solutions in new economic sectors such as fishing and agriculture, while exploiting our entrepreneurial spirit;
6. implementing streamlined policies and procedures for opening and operating a business, initiated through an Investment Promotion Agency; and

7. providing reliable energy sources, fast internet, efficient business support services, access to finance (including SME development financing) and a highly skilled and productive work force.

3. Infrastructure

RESILIENT INFRASTRUCTURE

Building robust structures that are capable of withstanding disasters and high levels of stress and recover quickly; improving telecommunication infrastructure and ensuring that infrastructure development meets the current and future development needs of the Territory, by:

1. improving building standards, incorporating resilient techniques in all infrastructure, utilising a highly skilled workforce and enforcing standards, implementing an electrical resilience plan and a new uniform building code;
2. adding greater capacity and speed, incorporating innovative technology, building resilient and sustainable infrastructure, and having appropriate means and levels of contingency and redundancy in our telecommunication services, including through a resilient information and communication technology (ICT) infrastructure, and a legislative framework for digital government and economy; and
3. aligning our national physical development plan (NPDP) and our national development strategy and implementation of NPDP including land use zoning and development control regulations.

4. Natural Resources and Climate Change

NURTURED AND SUSTAINABLE ENVIRONMENT

Ensuring a pristine, healthy, and diverse environment able to support the desired standard of living, quality of life and economic prosperity of the Territory, by:

1. creating a near carbon neutral society in partnership with private sector focused on optimal utilisation of renewable energy, recycling, and reducing the use of non-biodegradable consumables;
2. supporting the management of the environment through a strong legislative framework to guide optimal use and protection of our natural resources; and
3. creating a culture of environmental stewardship through programmes, and public education on environmental issues and the importance of preservation and conservation.

5. Governance

GOOD GOVERNANCE

Managing the affairs of the Territory in an effective and responsible manner, improving efficiency in the delivery of public services and protecting the safety, security and rights of all people and ensuring that the rule of law is upheld, by:

1. adhering to the principles of integrity, accountability, transparency and responsiveness;
2. utilising technology to automate and streamline Government processes, improving service standards, and instilling an ethos of service and professionalism, through the Public Sector Transformation Programme;
3. integrating and modernising the criminal justice system so that the courts, police and prison work harmoniously;
4. modernising the court system;
5. enhancing policing capability, resources and engagement;
6. improving prison facilities, operations and rehabilitation programmes; and
7. reinforcing disaster management systems for greater resilience and response in light of climate change related stronger weather events including through strengthened early warning systems, rebuilt National Emergency Operations Centre, etc.

Towards a New Virgin Islands Economy

The unprecedented trio of disasters in 2017 will test the buoyancy of the Virgin Islands' economy. The Territory's GDP has traditionally been driven by tourism and the relative stability of the financial services sector, despite international pressures. Estimates show that overall tourist arrival numbers fell by 34% between 2016 and 2017 mainly due to dropoff in arrivals following the hurricanes. As the industry rebuilds and overnight tourist arrivals increase with more inventory online, expectations are that the GDP will rebound.

Fortunately, the financial services industry has built-in resiliency to hurricanes due to its mobility, business continuity plans and the willingness of the Government to facilitate flexibility in allowing service providers to temporarily operate from other jurisdictions, if

¹ These estimates have not taken into consideration any fallout from the recent mandate from the UK Government re: imposition of public beneficial ownership registry or any potential natural disasters.

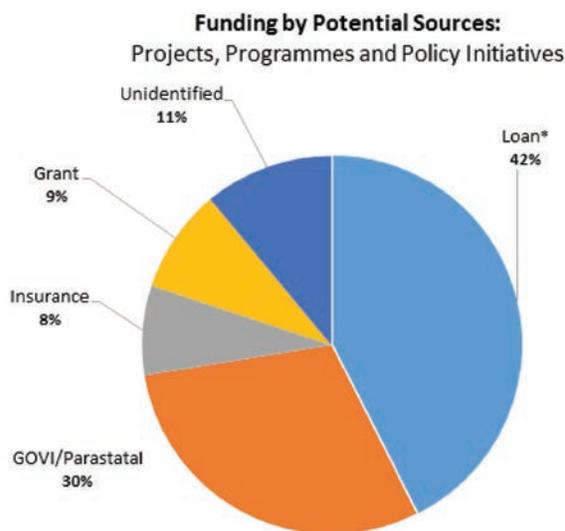
² These represent indicative costs that are preliminary estimate of costs based on similar projects implemented in the past and were used to arrive at approximate costs for planning purposes. Actual costs may vary when projects, programmes and policy initiatives are fully scoped and developed based on the current market costs.

necessary. This was reflected in the 2017 fourth quarter performance of the sector, which saw incorporations increased by 3% from the same period of 2016, despite the hurricanes. Overall revenue was boosted by receipts from the financial services industry and declined by only 5% in 2017.

Recovery will bring a resurgence of construction-related activity and this is expected to contribute significantly to economic growth and help to fill the gap caused by a decline in tourism. Preliminary forecasts by the Ministry of Finance indicate a decline in GDP and economic performance by about 3% in 2018, with a return in possible growth by 2019 and onwards as the Territory recovers and economic activity increases.¹

The Government expects an improved fiscal situation and sustainable growth in the medium term by: implementing a new investment programme geared to diversifying the financial services sector by attracting new value-added services; incentivising the tourism sector to build back quickly; and advancing its overall fiscal strategy, which focuses on expanding the tax base and creating expenditure efficiencies.

Funding Recovery and Development



Funding by Potential Sources	
Loan	\$ 247,020,594
GOVI/Parastatal	\$ 173,518,567
Insurance	\$ 44,475,017
Grant	\$ 51,821,233
Unidentified	\$ 63,980,000
	\$ 580,815,411

^{*}Includes the US\$65 million Rehabilitation and Reconstruction Loan from the Caribbean Development Bank and other potential loans

The projected financial needs as outlined for the Virgin Islands recovery and development projects, programmes and policy initiatives amount to approximately US\$580.8 million over the next 7-10 years.² The Government does not have the capacity to borrow at this level, and therefore proposes to fund the recovery through a combination of government spending (revenue streams and reserve funds), loans underwritten by the UK guarantee, insurance, and grants along with NGO and donor support and private sector partnerships. Financing needs include Government contribution of US\$173.5 million, US\$44.5 million from insurance, US\$51.8 million from grants, US\$247.0 million from loans, and US\$64.0 million from other sources yet to be identified.

Implementing the Plan

Once the Plan is approved by the Cabinet and the HOA, it will be shared with the public. It will then be implemented by the Government in partnership relevant stakeholders as well as development partners and the private sector.

The list of projects, programmes and policy initiatives in this document are not exhaustive and does not include details of implementation modalities or their exact costs. The Ministries will be responsible for developing the Statement of Requirements for each project for subsequent development of options for achieving the objectives originally envisaged.

The recommended option will be developed into a full business case and once approved, implemented by the relevant entity and upon completion, handed over to the Ministry.

Some of the projects, programmes and policy initiatives included in this Plan will require further engagement with the public at large and relevant stakeholders to ensure that they meet the recovery needs and contribute to the strategic outcomes of the sectors and sub-sectors as defined in the Plan. These engagements will be spearheaded by the Government, in partnership with the relevant stakeholders.

In implementing the Plan, the Government and its implementing partners will be responsible for widening the skills base of persons in the community to execute projects, programmes and policy initiatives in the Plan, and for assisting them to benefit from the business, procurement and employment opportunities generated.

The Government and the relevant implementing partners will make available to the public, regular updates on the Plan's implementation through its website and other media.

Recovery as a Launching Pad to National Development

The Plan will act as the first step in the long-term development of the Territory, ensuring that the recovery efforts are aligned with the principles of resilience and sustainable development. The future National Development Plan will provide continuity to these initiatives and ensure their integration with the national development processes.

Many of the projects identified in this Plan are ongoing policy initiatives and development projects, which will continue to be managed by the Government.



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Acronyms

ASSI	Air Safety Support International Ltd
BVI	British Virgin Islands
BVIEC	British Virgin Islands Electricity Corporation
BVITB	British Virgin Islands Tourist Board
CAC	Central Administration Complex
CARILEC	Caribbean Electric Utility Services Corporation
CDB	Caribbean Development Bank
DALA	Damage and Loss Assessment
DDM	Department of Disaster Management
DRCC	Disaster Recovery Coordinating Committee
DRTF	Disaster Recovery Task Force
ECLAC	United Nations Economic Commission for Latin America and the Caribbean
EIS	Terrance B. Lettsome International Airport on Beef Island
ESHS	Elmore Stoutt High School
FDI	Foreign Direct Investment
FSC	Financial Services Commission
FSI	Financial Services Institute
GDP	Gross Domestic Product
GOVI	Government of the Virgin Islands
HLSCC	Hamilton Lavity Stoutt Community College
HOA	House of Assembly
HRP	Housing Recovery Policy
ICT	Information and Communication Technology
IPv6	Internet Protocol version 6
LEED	Leadership in Energy and Environmental Design
MHSS	Mental Health and Psychosocial Support
MOU	Memorandum Of Understanding
MTFP	Medium-Term Fiscal Plan
NEOC	National Emergency Operations Centre
NGD	Auguste George Airport on Anegada
NGO	Non-Governmental Organisation
NHI	National Health Insurance
OECS	Organisation of Eastern Caribbean States
PAHO	Pan American Health Organisation
PPP	Public Private Partnership
PWD	Public Works Department
RDA	Recovery and Development Agency
R-NETS	Resilient National Energy Transition Strategy
RRL	Rehabilitation and Reconstruction Loan
SEED	Social, Economic, Environment and Direction/Governance
SDG	Sustainable Development Goal
SMART	Sustained, Mitigation, Adaptation and Resilient Techniques
SME	Small and Medium Enterprise
UK	United Kingdom
UN	United Nations
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
VI	Virgin Islands
VIJ	Taddy Bay Airport on Virgin Gorda
VIRRGIN	Virtual Integrated Registry and Regulatory General Information Network
WAN	Wide Area Network
WSD	Water and Sewerage Department



INTRODUCTION



1 Introduction

On 6 September, 2017, Hurricane Irma, a Category 5 hurricane, passed directly over the British Virgin Islands (BVI), with sustained winds of 185 miles per hour and gusts of up to 225 miles per hour, inflicting catastrophic damage to the islands. Hurricane Irma was followed by the passage of Hurricane Maria, another Category 5 hurricane, on 19 September, 2017, which primarily affected the northern coast of the main island of Tortola. These two hurricanes were preceded by a tropical wave on 7 August, 2017, which produced unprecedented rainfall across the Territory (almost 15 inches in just over 20 hours), resulting in rock falls, landslides, flooding and damage to infrastructure, homes and businesses.

The devastating events of 2017 impacted the majority of the population of the Virgin Islands. Hurricane Irma took four lives, injured nearly 125 persons and temporarily displaced a significant portion of the population. Due to the severity of the event, loss of life and extensive damage, a State of Emergency was declared on 7 September, 2017, and remained in effect until 5 October, 2017.

Most persons sustained damages to their homes and property, and Territory-wide access to electricity, water and communication services was severely hindered.

The hurricanes caused varying levels of damage to most of the educational and health facilities, post offices and fire and police stations across the Territory, and curtailed the delivery of basic public services.

As one of the two main pillars of the economy, financial services managed to continue its operations with the activation of business continuity plans by service providers. However, the other pillar of the local economy, tourism, was heavily impacted, reducing its contribution to Gross Domestic Product (GDP) over the next year or two.

The magnitude of the events and their impact on the Virgin Islands, warranted a different approach to address the immediate and long-term recovery and development needs of the Territory. The key milestones related to the recovery planning process from September 2017 until July 2018 are captured in the following figure.

Figure 1: Key Milestones in the Recovery and Planning Process



1.1 Disaster Recovery Coordinating Committee and Task Force

Concurrent with the relief efforts led by the Department of Disaster Management (DDM) in the days following the storm, senior Government officials began the process of establishing the framework, which would guide the recovery of the Territory.

In October 2017, the Cabinet approved the establishment of a Disaster Recovery Coordinating Committee (DRCC) to articulate the strategic directions and policy framework for the Territory's recovery. The Permanent Secretary in the Premier's Office was appointed Chairman of the DRCC and other senior Government officials and non-public service experts were appointed as members. In conjunction with the Ministries and Statutory Bodies, the DRCC focused on defining recovery priorities for each sector, establishing the recovery planning process with timeframes, and identifying potential financing options.

To act as the operational arm of the DRCC, Cabinet also appointed a Disaster Recovery Task Force (DRTF), which consisted of Permanent Secretaries and senior officials that focused on the implementation aspects of recovery.

1.2 Preliminary Recovery and Development Plan

In November 2017, the DRCC, working with the DRTF,

developed the Preliminary Recovery and Development Plan, with the initial list of priority actions in the short, medium and long term for each sector and sub-sector critical for the Territory's recovery and development. It identified priorities, proposed plans and timeframes, indicative costs for implementation and the structure to facilitate the Territory's recovery.

The Preliminary Plan was presented to the United Kingdom (UK) Government as a preliminary roadmap for the Territory's recovery and was used as the basis for negotiating the £300 million loan guarantee with the UK Government. It was agreed by both the UK Government and Government of the Virgin Islands that this was not a final plan and it had to be further developed with inputs from the public and relevant stakeholders. The Preliminary Plan thus formed the basis for Territory-wide public and stakeholder consultations.

1.3 Public and Stakeholder Consultations on the Preliminary Plan

On 22 December, 2017, a simplified version of the Preliminary Plan was published in the form of a document titled *"Public Consultation on the Recovery and Development of the British Virgin Islands"* and was used as the vehicle for conducting public and stakeholder consultations during January and February 2018. Eight stakeholder and fifteen public consultation meetings were conducted in every electoral district on the four major islands of the Territory.



The public consultations were organised by the DRCC, led by the Premier as head of the Territory's recovery and supported by Ministers, Permanent Secretaries and other key Government officials. In addition, the DRCC received thirty-five written submissions.

The Stakeholder and Public Consultation Report on the Recovery and Development of the British Virgin Islands that captured all of the public and stakeholder inputs was factored into this Plan.

“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.”

1.4 Recovery to Development Plan

The Recovery to Development Plan of the Virgin Islands (the Plan) is a synthesis of the Preliminary Recovery and Development Plan and the Stakeholder and Public Consultation Report. It also reflects additional inputs

from sectoral experts, relevant Ministries and Statutory Bodies, received through follow-up discussions after the stakeholder and public consultations. By implementing a set of projects, programmes and policy initiatives across five priority sectors.

In response to the public feedback to have the development aspects reflected more strongly, the Plan not only focuses on the recovery of the Territory, but also lays the foundation for a comprehensive National Development Plan to guide future growth of the Virgin Islands.

1.5 Recovery as a Stepping Stone to Long-Term Sustainable Development

The focus of this Plan is on recovery of the Territory and its population, and their return to a state of normalcy. The development projects, programmes and policy initiatives in the Plan are designed to build on the recovery efforts and incorporate medium to long-term development objectives for each sector or sub-sector. In the absence of a comprehensive National Development Plan, the development section of this Plan incorporates those priorities that are currently included in the strategic frameworks of various Ministries and other identified future needs of the Territory. However, they do not represent the wide array of actions that a development plan with a longer planning period of 10-20

Figure 2: Vision, Priority Sectors & Sub-Sectors



years should include. The short duration of the recovery planning process did not afford the time for extensive consultations with all sections of society that are critical for articulating long-term national development priorities and actions.

To ensure continuity and alignment of the recovery and development processes, the next step will be to build upon this Plan and its development projects, programmes and policy initiatives to initiate a national development planning process. The National Development Plan produced through a participatory process will reflect the developmental aspirations of the Virgin Islands while incorporating the development framework SEED (Social, Economic, Environment and Direction/Governance) and the Sustainable Development Goals (SDGs)³ into the planning, management and monitoring processes.

The successful implementation of both the recovery and development projects, programmes and policy initiatives support the strategic outcomes listed in this Plan, which the Government is seeking to deliver to the people of the Territory, in partnership with the civil society, private sector, donors and development agencies. This vision, strategic outcomes and plans provide the framework for and linkages to the proposed National Development Plan.

1.6 Organisation of the Plan

The remaining sections of the Recovery to Development Plan of the Virgin Islands are organised as follows:

Section 2 – Impact Assessment: Includes information on the human, social, infrastructure, environmental and economic and fiscal impacts of the disasters.

Section 3 – Recovery to Development Vision: Sets out a vision for the recovery and development of the Territory and unpacks how it will be achieved.

Section 4 – Recovery to Development Plan: Details by the five priority sectors and related sub-sectors the specific projects, programmes and policy initiatives that will be delivered to achieve the vision and the strategic outcomes.

Section 5 – Governance and Implementation: Addresses how the plan will be implemented, monitored and evaluated.

Section 6 – Financing the Plan: Outlines preliminary financing options for the Recovery to Development Plan, including potential funding sources and impacts on the economy.

Section 7 – Way Forward: Outlines the next steps with respect to implementation of the Plan and its linkages with long-term development of the Territory.

Section 8 – Appendices: Include a Summary of Immediate Rehabilitation, Recovery and Development Costs; Summary of Priority Projects and Initiatives by Sector; and Detailed Listing of Recovery and Development Projects, Programmes and Policy Initiatives by sectors and sub-sectors along with their scope, source of funding and their implementing agency. ■

³ The SDGs are a collection of 17 global goals developed by the United Nations in 2015 as a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. They provide clear guidelines and targets for all countries to adopt in accordance with their own priorities and the environmental challenges of the world at large.



IMPACT ASSESSMENT

2 Impact Assessment

In an attempt to acquire a preliminary understanding of the damage and impacts sustained by Hurricanes Irma and Maria, GOVI under the leadership of DDM, conducted a preliminary assessment. The 'Hurricane Irma Preliminary Impact Report' provided a snapshot of the impact on our infrastructure, productive and social sectors. Subsequently, in November, 2017 the United Nations Economic Commission for Latin America and the Caribbean (ECLAC) conducted a more detailed assessment and prepared a report using its Damage and Loss Assessment (DALA) methodology.

The report features and quantifies the economic damage, loss, and additional costs associated with Hurricanes Irma and Maria based on the following definitions:

1. **Damage:** the effect the disaster has on the assets of each sector, expressed in monetary terms. Assets may include buildings, machinery, equipment, means of transportation, furnishings, roads, ports, etc.
2. **Loss:** goods that go unproduced and services that go unprovided from the time the disaster occurs until full recovery and reconstruction are achieved.
3. **Additional costs:** outlays required to produce goods and provide services as a result of the disaster. These represent a response by both the public and the private sectors, and may take the form of additional spending or a reallocation of spending.

The Government is in the process of finalising the ECLAC report for eventual publication; the preliminary monetary estimate of the disaster is US\$2.3 billion.⁴ This section provides a brief description of the overall assessment of damage and loss incurred, focusing on the following sectors:⁵

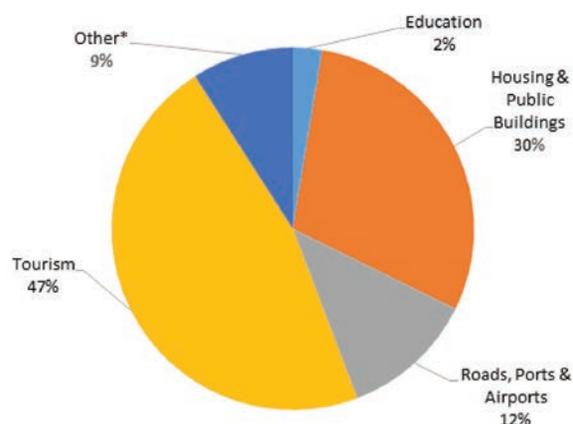
1. **Social Sector** – population, education, housing and public buildings, and health;
2. **Infrastructure** – transportation, telecommunications, power, water and sanitation;
3. **Productive Sector** – tourism, agriculture and fisheries; and
4. **Environment.**

⁴ Preliminary estimate, currently being revised to reconcile with more recent data on damage and loss.

⁵ Summary based on information from the 'Hurricane Irma Preliminary Impact Report – British Virgin Islands' and draft ECLAC Report – Assessment of the Effects and Impacts of Hurricane Irma (British Virgin Islands)

Additionally, the impact on the overall economic and fiscal situation was analysed by Government.

Figure 3: Costs by Sector



*Other includes: Health, Water & Sewerage, Power, Telecom, Agriculture, Fisheries and Environment

2.1 SOCIAL SECTOR

2.1.1 Impact on the Population

The majority of the population of the British Virgin Islands were affected in some manner by the passage of Hurricanes Irma and Maria. Most persons sustained damages to their homes and property and territory-wide access to electricity, water and communication was severely hindered immediately following the passage of Hurricane Irma. The most affected communities were Huntums Ghut, Cane Garden Bay, Long Look/Fat Hogs Bay, Jost Van Dyke, Northern Ridge and Coastal communities on Tortola; and North Sound Virgin Gorda. Four deaths and 125 hurricane-related injuries were reported after Hurricane Irma; no casualties were reported for Hurricane Maria.

Approximately 351 registered persons occupied various shelters throughout Tortola with other displaced persons finding refuge in unofficial shelters, including churches and other community facilities. Emergency assistance immediately after the storm was provided in the form of shelter, food, water, clothing, medical attention and hygiene items to most affected in the community.

Given the level of devastation, several persons left the Territory via various avenues. Some employers (mainly from the financial services sector) evacuated employees

to other jurisdictions as part of their business continuity plan and many children were relocated to the United States mainland or other Caribbean islands to stay with family members and continue their schooling. Although an exact figure is not available since emigration data was not compiled, estimates are in the region of 10%.⁶

2.1.2 Impact on Education

The education sub-sector incurred significant damage mainly to the public school infrastructure. The hurricanes caused varying levels of damage to most of the public school facilities across the Virgin Islands. Six of the eighteen public schools were totally destroyed⁷ and were rendered unusable with the remainder experiencing mild to moderate damage to roof, windows and doors. The main secondary school – Elmore Stoutt High School (ESHS), lost majority of its buildings and will have to be reconstructed. Private primary and secondary schools received some damage but were for the most part usable.

The only tertiary institution - the H. Lavity Stoutt Community College (HLSCC) suffered major damage to the main building at Paraquita Bay Campus as well as the Virgin Gorda satellite campus. Roof and window damage along with loss of furniture and equipment resulted in loss of teaching and classroom time. The closure period averaged from four to eight weeks depending on the extent of damage to school infrastructure.

Total cost to education was approximately US\$60.0 million.

2.1.3 Impact on Housing and Public Buildings

Residential buildings were severely impacted by the hurricanes with the majority suffering damage to roofs, windows and walls as a result of the intensity of the wind, flying debris and exposure to the rain. According to Town and Country Planning, a total of 6,944 residential buildings were damaged throughout the Territory at a cost of approximately US\$572.4 million. At least 30% of them suffering major damage or being totally destroyed. This resulted in persons living in unsafe conditions after the hurricanes or forced to move in with family and friends or relocate to shelters.

A significant number of public buildings suffered the same fate as dwellings. Damage to schools, health establishments, post offices, and fire and police departments was in the region of US\$29.6 million.

Total cost to the housing and public buildings sub-sector, including loss and additional costs associated with demolition, amounted to approximately US\$680.2 million.

2.1.4 Impact on Health

Health facilities throughout the Territory were impacted by the Hurricanes to varying degrees from roofs destroyed to minor window and door damage as well as equipment destruction. Overall, the damage and loss ranged from minor to moderate. The major hospital Peebles suffered moderate window, door and equipment damage.



⁶ Approximation from the 'Hurricane Irma Preliminary Impact Report – British Virgin Islands' Report.

⁷ Jost Van Dyke Primary, Eslyn Henley Richiez Learning Centre, Elmore Stoutt High School, Enis Adams Primary, Robinson O'Neal Primary, and Bregado Flax Education Centre Secondary Division.



Similarly, the clinics and elderly homes sustained roof, window and equipment damage. Total costs to the sector was approximately US\$5.1 million.

2.2 INFRASTRUCTURE

2.2.1 Impact on Roads, Airports, Ports and Transportation Equipment

The road infrastructure on the major islands was severely impacted by the hurricanes and earlier floods. Tortola and Virgin Gorda suffered the most damage. Roads especially on the northern coast of Tortola were inundated by sea surge after seawall defenses gave way. This rendered the roads impassable immediately after the storm cutting off access to the capital for residents on the north western side of Tortola.

Interior roads were eroded and blocked by landslides, debris such as falling poles, materials from buildings, destroyed vehicles, etc. that were dispersed by the storm. Vehicular mobility was severely impacted making walking, bicycles and scooters the most reliable mode of transportation immediately after Hurricane Irma. The estimated damage to roads and seawalls was approximately US\$69.0 million.

The main airport on Beef Island, Tortola (TB Lettsome International Airport) suffered the most damage. Although the terminal building only suffered moderate damage to its roof and windows, the control tower, fire department building and some offices of the Airport Authority were severely damaged. The airports on Virgin Gorda and Anegada suffered much less damage. US\$11.4 million worth of damage was estimated.

Given the intensity of the wind and storm surge, ports, docks, marinas and ferry terminal buildings on all the major islands were significantly damaged. Although the dock at the main port facility at Port Purcell escaped major damage, some of the administrative buildings were destroyed. The ferry terminal at the western end of Tortola was totally destroyed and the main ferry terminal building in Road Town sustained major damage to its roof. Ferries had to be re-routed to the cruise pier facility, which received minor damage. Estimated damage was in excess of US\$26.8 million.

The total cost to the roads, airports, ports, transportation equipment was US\$274.4 million

Boats (unrelated to the charter yacht industry) such as ferries, cargo vessels, etc. and private and commercial vehicles were wrecked. Boats were uprooted from the ocean with quite a few ending up on the land. Most

vehicles were either totaled or received substantial damage to the body windscreens (windows). Damage to transport equipment was US\$95 million.

2.2.2 Impact on Water and Sewerage/Sanitation

The water distribution system (especially service lines) and pumps were severely damaged thus affecting distribution of water to households. Meters were also destroyed hindering the ability to measure usage and bill customers accordingly. The interruption of power in all the islands prevented production of water at desalination plants for long periods of time, affecting the supply of water to households and businesses. Many of the storage tanks on Tortola sustained damage, including those at Sabbath Hill, Balsam Ghut, Maya Cove, Hannah's Hill and Zion Hill.

In terms of sewerage the main pumping station in Road Town was damaged and sewerage treatment plants at Burt Point and Cane Garden Bay were not functioning as a result of electrical power issues. Overall damage and other costs in the water and sewerage sector was estimated to exceed US\$63.9 million.

2.2.3 Impact on Power

The generation, transmission and distribution infrastructure of the power sector was catastrophically damaged causing a major blackout throughout the Territory. Power supply to households, businesses and government operations was provided by stand-by generators. More than 50% of poles were either broken or left leaning with most being stripped of power lines. There was also damage to one of two main power generation buildings at the Pockwood Pond Plant. Total cost amounted to US\$52.1 million.

2.2.4 Impact on Telecommunications

In the telecommunications sector, the majority of damage sustained by the telecommunications network was to above-ground wire and cables, antenna masts, satellite dishes and cell towers. Landline and fixed broadband services were severely interrupted and cell coverage immediately after the storm was patchy. Satellite dishes for the only cable service provider were destroyed ending their service. Underground fibre-optic cables and subsea and landing stations were not significantly affected. The sum of damage, loss and additional costs from Hurricane Irma is estimated at US\$ 66.7 million.

2.2.5 Impact on Museums and Heritage Sites

Museums⁸ and heritage sites were damaged and artefacts have been lost. Her Majesty's Prison Museum, one of the major public museums, lost windows and doors and the contents of the gift shop. The 1718 Sugar Works

Museum sustained major damages to the roof destroying the majority of the Virgin Islands natural history exhibits. The building housing the folk museum was completely destroyed and only a few of the artifacts were saved. The contents of the Governor House Museum have been affected as a result of severe roof damage.

One of the major heritage sites on Virgin Gorda – the Copper Mine suffered significant deterioration from the hurricanes. The Wreck of the Rhone is mainly intact baring some damage to the helm. Other private sites have also been destroyed including the Great Thatch Customs House and the Brewers Bay Sugar Mill.

2.3 Productive Sector

2.3.1 Impact on Tourism

The destruction caused by the hurricanes to the tourism industry was substantial. There was extensive damage to both land-based and sea-based infrastructure. Major hotels, villas, guest houses and restaurants were destroyed or severely damaged. Many of the tourist facilities are close to the sea; so, in addition to wind damages they were exposed to the ravages of the storm surge. The damage to yachts was also significant, with several vessels capsized, sunk or ending up on the land. The total cost the hurricanes to the tourism sector is approximately US\$1.1 billion.

2.3.2 Impact on Agriculture

The agricultural industry was severely affected. Hurricanes Irma and Maria destroyed farm structures (pens, slaughter houses), fencing, roads, equipment, water tanks, crops, trees and other agricultural inputs. Farmers with smaller livestock like sheep, goats, pigs and chickens suffered major losses. Poultry farms were totally wiped out. The Greenhouse Project⁹, which consisted of three greenhouses was totally destroyed. The drip irrigation supplies and weed barriers were significantly impacted by the wind. The total cost to the agricultural subsector is estimated at about US\$ 10.7 million.

2.3.3 Impact on Fisheries

Despite the efforts of fishermen to safeguard their vessels, the intensity of the storms resulted in many boats left on land damaged and some that were left in the water sunk.

⁸ The damage to museums and heritage sites has not been assessed or costed comprehensively and was not included in the damage and loss assessment done by ECLAC. Narrative is based on discussions with cultural practitioners.

⁹ Cost of damage not included in agriculture estimates.

Fishing equipment was also lost. Many of the traps left in the sea were lost and could become 'ghost' traps. The Fishing Complex sustained structural damage to the building and all freezers were lost. Apart from the damage caused to boats, fishing traps and other equipment, fishermen throughout the Territory were affected by loss in income. The total cost to fisheries is estimated at US\$2.9 million.

2.4 Environment

2.4.1 Impact on Environment

Ecosystems such as forests, mangroves, ponds, coral reefs, seagrass beds and beaches received significant damage from the hurricanes. Trees were uprooted and stripped of their barks and branches. Vegetation (for example sea grapes and coconut palms) nearest to the coastal areas were totally destroyed by the storm surge. Mangroves for the most part remained rooted but limbs and branches were broken off by the severity of the winds and wave activity.

The storm surge also washed up lots of sand following the removal of the coastal vegetation resulting in significantly wider beaches. Ponds, low-lying areas and ghuts were littered with debris and sediment from run-off and thus were clogged and contaminated. This restricted the flow of water to the sea, causing flooding. Coral reefs and seagrass beds suffered damage from high wave energy and heavy sedimentation from flooding. Total damage and loss to the environmental sector is in the region of US\$6.9 million.

2.5 Economy

2.5.1 Impact to the Economy and Fiscal Affairs

The disasters of August and September 2017 will test the buoyancy of the Virgin Islands economy. Over the last few years, consistent GDP levels have been driven mainly by growth in the tourism industry and relative stability of the financial services sector, despite international pressures. Given that land and sea tourism



have been heavily impacted by Hurricanes Irma and Maria, tourism's contribution to GDP will be curtailed over the next year or two. Estimates show overall tourist arrival numbers fell by 34% between 2016 and 2017. As the industry rebuilds and tourist numbers especially overnighters that contribute the most to GDP, begin to return, expectations are that the GDP will rebound.

Fortunately, the financial services industry has been more resilient to the hurricanes. Although businesses had to temporarily relocate to other jurisdictions, incorporation figures were not significantly affected. A strong fourth quarter performance in 2017 meant that the number of incorporations increased by 3% from 2016.

Recovery will bring a resurgence of construction-related activity and this is expected to contribute significantly to economic growth and help to fill the gap caused by a decline in tourism. Preliminary forecasts by the Ministry of Finance indicate a decline in GDP and economic performance by about 3% in 2018, with a return in possible growth by 2019 and onwards as the Territory recovers.¹⁰

Historically revenue from the incorporation of companies accounted for approximately 60% of Government revenue. Given the resiliency of the financial services industry, revenue from this source did not decrease post Irma. Strong incorporation and re-registration figures meant strong revenue collections. Incorporation revenue actually increased by 3% in 2017 over 2016. However, given the destruction caused in other sectors of the economy and the temporary disruption of Government services, other revenue sources have suffered.

Payroll tax and customs duties (the next two big revenue earners for government outside of incorporation revenue) declined by 7% and 22%¹¹ respectively between 2016 and 2017. Hotel Accommodation Tax dropped by 21% signifying the loss in revenue as a result of closure of many of the larger hotels. Overall revenue was boosted by receipts from the financial service industry and declined by only 5% in 2017.

Although the Government has in the past enjoyed periods of fiscal surpluses and low levels of debt, the reduction in revenue and additional expenditure for recovery and development efforts translate to fiscal deficits in the near future. Public debt and debt servicing costs will therefore increase but the Government expects to keep this within manageable levels.

As the economy gets back on track and the Government implements its fiscal strategy, which focuses on expanding the tax base and creating expenditure efficiencies, the Government expects its fiscal situation to improve in the medium term. ■

¹⁰ These estimates have not taken into consideration any fallout from the recent mandate from the UK Government re: imposition of public beneficial ownership registry or any potential natural disasters.

¹¹ Mainly as a result of the customs duty break that was given for the last 3 months of 2017

RECOVERY TO DEVELOPMENT VISION



3.Recovery to Development *Vision*

3.1 Vision

Notwithstanding the significant impact of Hurricanes Irma and Maria and the flooding of 2017, the Government of the Virgin Islands is determined to ensure that the opportunities presented by the events help build a stronger, smarter, greener and better Virgin Islands that continues to be an “ideal place to live, work and visit”.

Recovery and development efforts in the Virgin Islands will be guided by a bold and ambitious vision as stated below:

“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.”

This vision for the Territory will form the basis for the delivery of the Recovery to Development Plan and will also shape the work of the Government and its Ministries, the relevant stakeholders, and development and NGO partners. It also provides a backdrop for engaging with the communities, private sector, investors and the philanthropic sector on the future plans for the Virgin Islands.

Owing to the evolving nature of the recovery and development process, the vision provides the accountability framework against which the performance of all stakeholders including the government will be assessed.

This vision for the Virgin Islands will harness the energy, imagination and capabilities of all stakeholders to achieve the best outcomes for all, communities and businesses.

3.2 Unpacking the Vision

The Government of the Virgin Islands wants to deliver to its people the following:



Cohesive and Empowered Society

- 1) Promoting healthy living by:
 - a) developing a modern healthcare system that is accessible and affordable and provides world class services through innovative technology and specialised services.
- 2) Enhancing livelihoods by:
 - a) providing social protection to every vulnerable member of society and ensuring that their basic needs are met.
- 3) Creating a highly skilled population (that can participate and contribute to the Virgin Islands economy) by:
 - a) further developing our education system to be modern, well-resourced, technology-driven and relevant to our industries.
- 4) Embracing and showcasing the diversity of our cultural identity and heritage by:
 - a) developing and promoting our culture, history and traditions; and
 - b) cultivating our talent, arts, sports and creative industries through education.



Vibrant and Innovative Economy

- 5) Solidifying Virgin Islands's worldwide competitive position in tourism and financial services, by:
 - a) creating a unique and memorable experience for our visitors, delivered with the highest industry service standards, world class accommodation and an exceptional tourism product;
 - b) remaining the premier yachting destination by incentivising the industry to grow and create an efficient business environment for it to thrive;

- c) placing the environment at the forefront of our tourism product by encouraging low impact, high yield business; and
 - d) becoming the leading facilitator of global finance by offering a diversified suite of business solutions.
- 6) Diversifying the economy by:
- a) investing in new economic sectors (including fishing and agriculture) that will contribute to growth and employment;
 - b) focusing on technology-based and innovative solutions; and
 - c) exploiting our entrepreneurial spirit.
- 7) Establishing an enabling environment for business development centered on:
- a) streamlined policies and procedures for opening and operating a business, reliable energy sources, fast internet, efficient business support services, and access to finance and a highly skilled productive work force.



Nurtured and Sustainable Environment

- 11) Having an environment that is pristine, healthy, diverse and able to support the desired standard of living, quality of life and economic prosperity of the Virgin Islands by:
- a) creating a near carbon neutral society focused on optimal utilisation of renewable energy, recycling, and reducing the use of non-biodegradable consumables;
 - b) supporting the management of the environment through a strong legislative framework that will guide optimal use and protection of our natural resources; and
 - c) creating a culture of environmental stewardship through programmes, public education and awareness raising of our communities on environmental issues and the importance of preservation and conservation.



Resilient Infrastructure

- 8) Building robust infrastructure (buildings, roads, transport and utilities) that is capable of withstanding disasters and high levels of stress and recover quickly, by:
- a) improving and enforcing building standards;
 - b) incorporating resilient techniques; and
 - c) utilising a highly skilled workforce.
- 9) Improving our telecommunications infrastructure by:
- a) adding greater capacity and speed, incorporating innovative technology, building resilient and sustainable infrastructure, and having appropriate means and levels of contingency and redundancy.
- 10) Ensuring that our infrastructure development meets the current and future development needs of the Territory by:
- a) ensuring that it is aligned with and based on our National Physical Development Plan and a national development strategy.



Good Governance

- 12) Managing the affairs of the Territory in an effective and responsible manner by adhering to the principles of integrity, accountability, transparency and responsiveness.
- 13) Improving efficiency in the delivery of public services by:
- a) utilising technology to automate;
 - b) streamlining processes;
 - c) reviewing service standards; and
 - d) instilling an ethos of service and professionalism.
- 14) Protecting the safety, security and rights of our people and ensuring the rule of law is enforced by:
- a) integrating the criminal justice system so that the courts, police and prison work harmoniously;
 - b) modernising the court system;
 - c) strengthening policing capability, resources and engagement; and
 - d) improving prison facilities, operations and rehabilitation programmes.

- 15) Strengthening disaster management systems for greater resilience and response in light of climate change related stronger weather events by:
- restoring emergency warning and response infrastructure of the Territory;
 - ensuring availability of safe locations that offer refuge during disasters;
 - putting in place plans and processes for uninterrupted operation of public services and critical infrastructure, before, during and after a disaster;
 - raising awareness and building capacities in emergency preparedness and response and risk reduction measures;
 - integrating disaster risk management principles into national policies, laws, strategies and improving leadership and management of disaster management activities; and
 - limiting the financial impacts of devastating natural disasters.

3.3 Priority Sectors and Sub-Sectors

The Plan focuses on the following priority sectors and sub-sectors that contribute each of the aforementioned strategic outcomes:

Figure 4: Vision, Priority Sectors & Sub-Sectors



RECOVERY TO DEVELOPMENT PLAN



4 Recovery To Development Plan

The immediate recovery of the Territory continues to progress in earnest with a number of projects, programmes and policy initiatives being undertaken to return the Territory to a state of normalcy as well as to improve the livelihoods of its people. Beyond the immediate recovery, the Recovery to Development Plan contemplates longer term recovery and development of the Territory, focusing on five priority sectors.

Each of the priority sectors along with their subsectors, and related projects, programmes and policy initiatives are elaborated in this section.

4.1 Human and Social Services

- Health Services
- Social Protection
- Housing
- Waste & Debris Management
- Education
- Pride & Cultural Identity

4.1.1 Health Services

The August floods and September hurricanes considerably affected the delivery of health services due to significant impacts on the Territory's health infrastructure, including equipment and vehicles as well as its personnel. While operations of the sole public hospital, Peebles Hospital, continued uninterrupted despite some structural damage, the network of community health clinics, with a few exceptions, suffered significant damages; four were closed for repairs. The private hospital on Tortola, Bougainvillea Clinic and private medical clinics also suffered significant damage.

The health and well-being of the people of Virgin Islands is of paramount importance, and even more so in the aftermath of the 2017 severe weather events. Equally, a healthy population is critical to the rapid recovery and continued development of the Territory. To this end, the Plan sets out a number of projects, programmes and policy initiatives designed to build a ***'modern healthcare system that is accessible and affordable and provides world class services through innovative technology and specialised services'***.

Health Services: Recovery

Restoring the full functionality of the public hospital and community health clinics has been the immediate priority for this sector. Resumption of full functionality at an early stage will not only help satisfy the immediate health needs of communities, but will also set the foundation for long term development of this sector.

The following priority projects will be undertaken to:

- 1) Restore the full functionality of the public hospital and community health clinics, including to ensure the physical environment is conducive to quality patient care by:
 - a) Repairing clinics at Sea Cow's Bay, Road Town and Cane Garden Bay on Tortola; and North Sound and The Valley on Virgin Gorda;
 - b) Rehabilitating clinics on Jost Van Dyke, and Long Look and Capoons Bay on Tortola;
 - c) Repairing Peebles Hospital;
- 2) Procure additional ambulances to allow quicker response times and improve the efficiency of emergency medical services throughout the Territory.

In addition, recovery efforts will focus on key services including:

- 1) Delivery of psychosocial support to communities, with particular emphasis on children (Return to Happiness Programme, a joint effort between UNICEF and the Ministry of Education and Culture);
- 2) Strengthening mental health and provide psychosocial support (MHPSS) to build individual capacity;
- 3) Developing a communication campaign for health in disasters and to develop community resilience in disaster management (in collaboration with PAHO);
- 4) Restoration of emergency call handling by procuring and installing emergency software and equipment and;
- 5) Commissioning the NG911 Emergency Call Centre to provide for efficient and centralised emergency communications.



Health Services: Development

Further development of health facilities and services are necessary to achieve better health outcomes for the people of the Virgin Islands. The Territory is presented with an opportunity to improve its strategic development plans for the health sector and to utilise the disaster events as a catalyst to action. Additionally, the increasingly diverse population demands continuous improvement and expansion of the health system to meet emerging needs.

The following projects, programmes and policy initiatives are proposed:

- 1) Incorporate technology to improve the delivery of service by strengthening the information systems for health and the use of e-health technologies. This will include the procurement of a health information platform, e-health and telemedicine equipment and services, and the development of databases to support both provision of health care as well as the public health programmes;
- 2) Complete and commission the Nurse Iris O'Neal Medical Centre on Virgin Gorda to facilitate the provision of urgent care, expanded clinical services, pharmacy and imaging among other services;
- 3) Retrofit the fifth floor at Peebles Hospital to expand the scope of specialist health care services available in the Territory;
- 4) Develop the Virgin Islands as a medical tourism destination by creating the enabling environment (legal, physical and service environment) to attract highly specialised medical services to be offered from both private and public facilities;
- 5) Refurbish the old Peebles Hospital building to allow for expansion of the Road Town Clinic and specialist outpatient services;
- 6) Develop polyclinics in the eastern and western zones of the Territory as part of the rationalisation of the district health care system to provide for greater efficiency and expanded delivery of 'patient' and 'community-centred' primary healthcare services;
- 7) Procure and equip specialised vehicles to provide more dynamic and innovative mobile health services within communities;
- 8) Procure and install new state-of-the-art medical equipment to assist with diagnosing and managing more complex or specialist health cases;
- 9) Develop Memoranda of Understanding (MOUs) with private providers to allow for the greater efficiency and synergies in the delivery of healthcare services;
- 10) Complete the international accreditation of Peebles Hospital which ensures delivery of care for optimal health outcomes and improves confidence in the healthcare system as well as user and other stakeholder satisfaction;
- 11) Develop and implement a comprehensive medical evacuation programme (in partnership with private sector tourism properties) for patients from the Sister Islands, including through:
 - a) Procurement of a purpose-built ambulance boat;
 - b) Construction of heliports on Jost Van Dyke; North Sound, Virgin Gorda and Anegada;
 - c) Provision of medical air evacuation services; and
 - d) Expansion of the operation, functionality and integration of the emergency call centre.
- 12) Undertake a comprehensive review of the National Health Insurance (NHI) system, the results of which would be used to inform the future development of NHI. This would include ensuring that the rules are adaptable to guarantee health coverage in the aftermath of disasters when people become unemployed, under employed or cannot contribute to the sustainability of the NHI.

4.1.2 Waste and Debris Management

Tens of thousands of tons of debris have been accumulated in the immediate aftermath of the hurricanes, which require affordable and efficient disposal. It is anticipated that significant quantities of additional waste and debris will be generated as homes and businesses advance their recovery projects. The events have added new impetus for the Government to accelerate its long-established position to collect and manage waste in a more sustainable manner.

Waste and Debris Management: Recovery

In order to address the Territory's waste management needs, the foremost priority is to develop and implement a comprehensive waste and debris management plan, which addresses the varying components including debris collection, disposal, exportation and recycling during recovery as well as for the development of this sector.

The following projects, programmes and policy initiatives are proposed:

- 1) Establish and implement the hurricane specific waste and debris management plan which addresses the following components:
 - a) Opening, maintenance and management of strategic collection points for debris throughout the Territory;

- b) Establishment of core waste management sites on each island;
 - c) Employment of local community and operators to sort, collect and transport debris; and
 - d) Exploration of options and contracting of services for exporting accumulated waste.
- 2) Implement an aggressive derelict vehicle collection and removal programme, utilising private contractors to help transport vehicles.
- 8) Encourage and facilitate new recycling cottage industries to create economic activity.

4.1.3 Social Protection

Social protection has always been a key focus of the Territory's human and social development programme. Post disaster, it is even more critical that social protection programmes and initiatives are functional, and where necessary "shored up" or new disaster-specific programmes introduced.

Waste and Debris Management: Development

The Territory's most important economic sector, tourism, is hinged on maintaining a pristine natural environment. It is therefore critical that significant development occurs in the waste management sub-sector to ensure the Territory's natural resources are managed sustainably and supports social and economic development.

The following projects, programmes and policy initiatives are proposed:

- 1) Improve and expand waste disposal and management services throughout the Territory, including through:
 - a) Expansion of pilot zones for door to door collection;
 - b) Retrofitting of Pockwood Pond Incinerator with Waste to Energy system;
 - c) Installation of an incinerator plant on Virgin Gorda; and
 - d) Establishment of a waste transfer station in Anegada.
- 2) Re-establish a waste transfer station in Jost van Dyke;
- 3) Set up a dedicated crushing and processing site for derelict vehicles and other metals;
- 4) Amend legislation to accelerate the tagging and possessing of derelicts;
- 5) Review existing recycling plans and programmes and collaborate with the private and non-profit sectors to develop a comprehensive recycling programme for the Territory;
- 6) Support the procurement of recycling equipment, thereby lowering barriers faced by entrepreneurs seeking to enter the market;
- 7) Establish a recovery facility to ensure that the physical infrastructure exists to receive, separate and prepare recyclable materials for marketing to end-users; and

Social Protection: Recovery

The following projects, programmes and policy initiatives are proposed for the sub-sector's recovery:

- 1) In collaboration with NGOs and donors, implement a short-term (3 months) cash assistance programme to help vulnerable households to meet basic household monthly expenditure to allow for self-recovery and longer-term recovery planning;
- 2) Develop and implement cash-for-work programmes to provide an income stream for vulnerable but able-bodied individuals;
- 3) Implement in conjunction with sponsors a programme for replacement of household items; and
- 4) Assist persons in the lower income brackets and other vulnerable persons including seniors, persons with disabilities and children with public assistance grants, based on need.

Social Protection: Development

While some programmes are in place to provide for the social needs of the people of the Virgin Islands, it is recognised that in order to advance and develop the Territory's social protection programme, some of these



need to be strengthened and a number of initiatives undertaken. The following projects, programmes and policy initiatives are proposed to strengthen this sub-sector:

- 1) Conduct social assessments such as a Country Assessment of Living Conditions and a social protection assessment to help further develop policy initiatives and strategies to assist poor and vulnerable households;
- 2) Design and implement a new social protection strategy based on the assessments;
- 3) Restore and expand physical infrastructure for social programmes including repair and rehabilitation of the Adina Donovan Home for Elderly, Virgin Gorda Elderly Home, Autism Centre and Rainbow Children's Home and community centres across the Territory;
- 4) Construct new and modern elderly homes on Tortola and Virgin Gorda;
- 5) Construct a purpose-built vocational training centre for adults with special needs; and
- 6) Construct a Juvenile Rehabilitation Centre and institute a programme to ensure that children in trouble with the law and with other social and domestic problems are provided with care, protection and opportunities to become productive and law abiding members of society.

4.1.4 Housing

One of the most significant impacts of Hurricane Irma was the level of damage and destruction caused to homes and buildings, particularly roofs, windows and doors. Recovery of the housing sub-sector aims to ensure timely provision of housing solutions to persons impacted by the disasters. The objective being to provide safe, healthy living spaces with privacy and dignity to displaced individuals and households in the short and medium term and enhance their resilience to future disasters in the long term.

Housing: Recovery

Replenishment of the housing stock in the aftermath of the disaster is central to the recovery and resilience of the Territory's population. Thus, the Virgin Islands Housing Recovery Policy (HRP) issued in November 2017 sets the framework for timely and suitable actions to ensure vulnerable populations have access to appropriate housing and avoid adverse human and social impacts.

Recognising the magnitude of this social vulnerability, implementing a range of solutions to meet the housing needs of residents is a key priority for the recovery

and central to achieving positive social and economic outcomes.

The following priority projects, programmes and policy initiatives are proposed:

- 1) Implementation, monitoring and evaluation of the Housing Recovery Policy and Plan to ensure that all persons whose housing have been affected by the event, and particularly the most vulnerable and displaced population, have access to safe, dignified and secure housing solutions;
- 2) Emergency sheltering:
 - a) Undertake household assessment survey to understand housing needs;
 - b) Repair emergency shelters to enable continued sheltering; and
 - c) Assist with rapid temporary home repairs, including distribution of tarpaulins and donated construction materials;
- 3) Temporary housing assistance:
 - a) Provide financial assistance through grants to qualifying households to enable them to rent temporary housing; and
 - b) Facilitate subletting of private properties, providing necessary legislative changes or supporting the issuance of licenses;
- 4) Permanent housing assistance:
 - a) Provide cash grants for underinsured and uninsured home owners;
 - b) Establish group homes for persons requiring supervised accommodation;
 - c) Construct homes for persons meeting eligibility criteria (indigence) in line with existing Social Housing Programme in the Ministry of Health & Social Development; and
 - d) Provide soft loans in partnership with the National Bank of the Virgin Islands to qualifying homeowners and landlords.

Housing: Development

The Territory's housing programme has traditionally focused on providing housing for the socially vulnerable and indigent. This has been done primarily through the following programmes:

- 1) Rental assistance and home repairs through the Social Development Department;
- 2) Construction of small homes for the indigent; and
- 3) Residential programmes in "assisted living homes" such as the Safe Haven Transitional Living Centre and homes for the elderly.

These programmes have worked relatively well, but like most social programmes they could never be



optimally funded. As the Territory moves forward, the opportunity must be taken to develop a comprehensive housing strategy and strengthen arrangements for housing administration in order to achieve the following objectives:

- 1) Ensure the supply of affordable, safe and dignified homes that meet the identified needs of the Territory;
- 2) Make the best use of the existing and future housing stock; and
- 3) Improve housing standards, such as the condition, security, disaster resiliency and energy efficiency.

4.1.5 Education

Education infrastructure was significantly damaged following the August floods and the passage of Hurricanes Irma and Maria. Daycare centres and pre-schools were devastated, public and private schools received varying levels of damage but ultimately, students and teachers lost valuable weeks of instruction and learning.

The Government believes that a resilient and progressive education sector is vital for the functioning of the Virgin Islands society, especially given the greater incidence of natural and man-made disasters and the growing need for a skilled and innovative work force as the Virgin Islands's economy transforms. The Government will continue to invest in its human capital and despite the setback caused by the recent hazards, the Territory is still focused on developing a model education system.

The recovery and development initiatives outlined below will contribute towards ***'Creating a highly skilled population that can participate and contribute to the Virgin Islands economy by further developing our education system to be modern, well-resourced, technology-driven and relevant to our industries'***.

Education: Recovery

The immediate response efforts focused on getting students and teachers back into the classroom to start the 2017/2018 academic year as soon as possible and assist them in coping with the trauma associated with the hurricane experience. With assistance from Non-Government Organisations (NGOs), international development partners and the private sector, response and recovery efforts began in earnest and included:

- 1) Repairs to primary and secondary schools that received minor damage;
- 2) Erection of temporary structures such as tents and semi-permanent buildings to accommodate students from schools that were extensively damaged;
- 3) Relocation of students who could not return to their original school. For example, pupils from the ESHS were relocated to the 'Old Clarence Thomas Building' in Pasea and instructed using a shift system for junior and senior students;



- 4) Provision of initial assistance to day care centres and pre-schools in the form of building materials and supplies;
 - 5) Provision of nutritious meals to students and persons in need;
 - 6) Hosting psychosocial programmes to help the younger students in particular cope with their emotions and begin their return to normal life;¹² and
 - 7) Critical remedial works to the HLSCC, Paraquita Bay Campus to allow for the resumption of classes and to accommodate students from the Virgin Gorda Campus, albeit with modified course offerings and schedule.
- 3) Introduce short skills training courses¹³ to the curriculum at the HLSCC to expose members of the community to possible opportunities in the construction and marine industry and meet the demand for jobs given the significant level of damage sustained to buildings and yachts;
 - 4) Repair damaged buildings at HLSCC and replace destroyed equipment, furniture and education supplies. A recovery committee has been set up, led by the Chairman of the Board and a recently appointed Recovery Director is responsible for implementing their rehabilitation plan;
 - 5) Purchase a new mobile library and equip with new learning resources;

Given the level of destruction experienced, work is ongoing to enable the education system to return to normalcy. The Government has therefore identified additional recovery projects, programmes and policy initiatives, some of which have already commenced. These include the following:

- 1) Replace damaged equipment, furniture and educational supplies throughout the public school system;
- 2) Continue administering psychosocial support programmes, which involve assessing the psychological impact of the disasters on teachers and students, and developing a strategy for treating affected persons, and a system for documenting and tracking teachers and students who have been impacted;
- 6) Procure a semi-permanent structure to store material related to the public library temporarily until a new location for the library is found;
- 7) Restore public recreational facilities Territory-wide, commencing with basketball courts followed by the A.O. Shirley Recreational Grounds, and roof and floor repairs to the multi-purpose sports complex and surface repairs to the Virgin Gorda sporting facility; and
- 8) Re-equip public primary and secondary schools with ICT equipment such as computers, scanners, projectors, smart boards, etc.



¹² UNICEF – ‘Return to Happiness’ Programme

¹³ Courses include window and door installation, basic electricity and plumbing, generator maintenance and repair, marine electrical wiring and diesel engine troubleshooting.

Education: Development

Despite the level of destruction, the disasters present an opportunity to transform the education system to meet the needs of the community and prepare our students to operate and deliver in a competitive environment. The Government is therefore committed to:

- 1) Rebuilding and modernising the school infrastructure incorporating the SMART framework. This involves:
 - a) Redevelopment of public schools deemed unusable after the hurricanes, to ensure resilient, cost-effective construction that incorporates modern learning technology and utilises green technology. The following schools will be rebuilt:
 - i) Primary and pre-primary – Isabella Morris, Leonora Delville, Ivan Dawson, Enis Adams, Robinson O’Neal, Enid Scatliffe (pre-primary);
 - ii) Secondary: Bredago Flax Educational Centre; Elmore Stoutt High School¹⁴; and
 - iii) Special needs: Esllyn Henley Ritchez Learning Centre;
 - b) Applying the SMART¹⁵ approach, adopted from the health sector to ensure that safety, hazard resilience and environmental protection elements are incorporated in all aspects of the public and private schools;
 - c) Implementing the infrastructure master plan for the HLSCC, which takes into consideration future enrollment and estimated future student growth and technological needs; and
 - d) Establishing of a Trade School to provide skills training at the secondary and tertiary levels.
- 2) Transforming the school curriculum at all levels (pre-primary, primary, secondary and tertiary) by:
 - a) Incorporating into the existing curriculum content related to cultural and indigenous practices as well as elements of disaster preparedness, utilisation of green technology, components of a green economy, climate change adaptation, recycling and overall environmental protection;
 - b) Development of certificate and degree programmes at HLSCC to improve expertise in construction and the marine sector;
 - c) Implementation of a regional programme hosting virtual education and training in tourism and hospitality at the Marine Centre of the HLSCC, in collaboration with the Eastern Caribbean Tourism Institute;
- 3) Expanding the number and reach of community, youth empowerment and afterschool programmes through:
 - a) Incorporation of a series of extracurricular activities, pod casting, the use of social media, dancing and martial arts in the Department of Youth Affairs and Sports programme offerings; and
 - b) Running an assortment of youth development programmes with NGOs and development partners.
- 4) Improving the standard of teaching in the classroom through:
 - a) Establishing a Teacher Education Institute to improve the quality of delivery in the classroom, focusing on teacher training and professional development from early childhood to the tertiary level; and
 - b) Improving the quality of Early Childhood Development Services using standards developed with the assistance from UNICEF and conducting regular inspection of all centres to ensure adherence to quality standards.
- 5) Providing access to ICT equipment to facilitate innovative teaching techniques and better learning outcomes, in line with the SMART School initiative, through the following:
 - a) Implementing computer/ technology in the classroom from Kindergarten – Grade 12, within all public schools - e-Textbooks, Learning Tools/ Portals on YouTube and educational websites, smart boards, laptops;
 - b) Facilitating internet and wireless access for all primary and secondary school campuses; and
 - c) Incorporating the teaching of ICT subject matters from Kindergarten to Grade 12.
- d) Review of the tourism-related programme offerings at the HLSCC to ensure the needs of this sector are met, including revitalising the culinary arts and hospitality programme with the addition of a tourism specific element; and
- e) Conducting a Labour Needs survey in 2018 to assess the additional education needs of the community.

¹⁴ Plans are being considered for the redevelopment of the ESHS, with a committee set up to consider the various options including: separating the junior and senior sections on the same compound; building another comprehensive school somewhere else on the island; constructing junior schools on the eastern and western ends of the island; moving the Virgin Islands Technical and Vocational school to the ESHS compound and also establishing a public library and national archives on the compound.

¹⁵ The SMART Initiative focuses on building capacity, utilising safety equipment and techniques, implementing climate change adaptation and renewable energy policies and incorporating ICT to link and monitor adaptation.





4.1.6 Pride and Cultural Identity

Museums and heritage sites received varying levels of damage as a result of the floods and hurricanes. Rehabilitation work has commenced on the major museums and heritage sites with the intention of opening them to the public soon. The majority of digital and non-digital archives and records were maintained along with equipment despite the destruction to the various storage locations. A survey of the buildings and records collections in the Territory confirmed that a small number of archival material was lost and other documents damaged or destroyed.

Given the importance of culture and heritage in influencing the views, values and aspirations of persons in the society, the Government seeks to ensure that the cultural practices, historical sites and artefacts of our forefathers are preserved and exhibited through education, creative industries, documentation, etc.

The Government envisions a series of projects, programmes and policy initiatives that will recognise and develop the cultural and artistic practices while taking steps to preserve all sites and assets of historic importance. We will strive to ***‘embrace and showcase the diversity of our cultural identity and heritage, by developing and promoting our culture, history and traditions; and cultivating our talent, arts, sports and creative industries through education’***.

Pride and Cultural Identity: Recovery

The Government’s first priority is the rehabilitation of the cultural sites throughout the Virgin Islands. Recovery projects include:

- 1) Repairs to the major museums including the 1780 Sugar Works Museum and HM Prison Museum;

- 2) Conducting a comprehensive assessment of the damage to heritage sites;
 - 3) Repairs to the public heritage sites, including the Copper Mine in Virgin Gorda; and
 - 4) Purchasing a temporary storage facility to house the archives and records until suitable office space can be identified for the Archives and Records Unit.
- d) Preserving the indigenous pastime of horse racing through rehabilitation and maintenance of the Ellis Downs Race Track; and
 - e) Increasing of the number of designated National Parks.

Pride and Cultural Identity: Development

Improvements to cultural institutions and preservation of our heritage will be accomplished in the future by focusing on the following:

- 1) Legislation, Policy and Planning:
 - a) Assessing the entire cultural infrastructure of the Territory (museums, festivals, historic sites and buildings, culture's role in education/citizenship, and the facilitation of the creative industries of music, literature, dance, theatre, and visual and performing arts) and implementing recommendations made for improvement and development;
 - b) Developing a vision guiding the preservation and development of our culture accompanied by a culture policy and a strategic plan for advancing the vision, with input and collaboration of various stakeholders;
 - c) Restructuring the Department of Culture and equipping with the requisite skills and exposure in culture development to be the champion for cultural activities including the implementation of the cultural strategic plan;¹⁶
 - d) Creating a sustainable funding model to further develop our cultural products, including creating the framework for donations, grants, endowments, etc.; and
 - e) Drafting and implementing a legislation to govern maintenance of heritage sites, appropriate handling of items found in these sites and their accounting in a historical register.
- 2) Infrastructure and Technology:
 - a) Construction of a building to house the central library and the territorial archives – a centralised facility for the assets for their easy maintenance, including of electronic records; to ensure adherence to culture policies; and to offer a modern and sophisticated experience to residents and visitors alike;
 - b) Creation of a territorial museum;
 - c) Providing appropriate signage, welcome or interpretation centres and restrooms at all heritage sites;
- 3) Education and Training:
 - a) Prioritising scholarships for culture-related careers such as humanities, literature, history, archaeology, visual arts, multimedia, film and the performing arts;
 - b) Incorporating local culture, heritage, and literature in the social studies curriculum;
 - c) Certifying local Tour Operators as heritage and cultural ambassadors through delivery of courses in Virgin Islands Studies from the HLSCC; and
 - d) Improving the exposure of the Territory's cultural products through the facilitation of workshops for musicians, writers, artists, and performers as well as support workshops, conferences, and festivals that celebrate local and regional music, art, and literature. ■

¹⁶ Under consideration is the restructuring of the department into a Cultural Foundation, which could then be responsible for implementing the cultural strategic plan and aligning all culture related activities.



4.2 Business and Economy

- SMEs
- Financial Services
- Tourism
- Fishing
- Agriculture

The disasters of 2017 had substantial impact on the business sectors and by extension the economy of the Virgin Islands. In the tourism sector, major hotels still remain closed and the yachting sector lost a significant amount of inventory. Fortunately, the major retailers and wholesalers were able to open their doors shortly after the hurricanes but smaller businesses – Small and Medium Enterprises (SMEs) were hit harder and are still in the process of rebuilding.

Financial services business transactions were not significantly affected given the resilience built into the system through business continuity plans, but quite a number of persons working in the sector in the Territory were temporarily relocated to other jurisdictions. The cumulative effect of all of these impacts has shifted the trajectory of the Virgin Islands economy. Whereas the Territory has experienced positive levels of growth in the past, preliminary estimates and forecasts show a drop in GDP by about 3% in 2017 and forecast to continue into 2018.

In light of this, the Government is committed to implementing various projects, programmes and policy initiatives that will ***‘solidify the Virgin Islands’ worldwide competitive position in tourism and financial services, diversify the economy by investing in new economic sectors and establishing an enabling environment for business development’***. This involves ensuring that:

- 1) The tourism sector recovers and expands;
- 2) Financial services, although not heavily or directly impacted by the disasters remains resilient to other external shocks;
- 3) SMEs (including fishing and agriculture) are given the necessary support to rebuild and expand;
- 4) An enabling environment exists to foster growth and development of the private sector and to attract new local and foreign investment;
- 5) Economic diversification is accelerated by capitalising on new business opportunities presented by the disasters through the promotion of new sectors and markets;
- 6) Locals and residents are able to take advantage of new employment and entrepreneurial opportunities; and

- 7) Public investment in the Territory's infrastructure supports future economic performance/prosperity.

Business and Economy: Recovery

The Government's immediate recovery package for the business sector and the economy included:

- 1) Incentives valued at approximately US\$12 million to boost the economy and provide financial ease for the businesses and residents immediately after the hurricanes;¹⁷
- 2) Remedial repairs to essential infrastructure, including works to bring roads, utilities and various ports of entry at least to pre-Irma standards;
- 3) Prioritising the re-opening of essential government operations to support the needs and demands of the business sector, including immigration, labour, trade and ports; and
- 4) Implementing streamlined procedures to expedite the entry of skilled workers into the Territory to facilitate the influx of workers needed to rebuild the Territory. New measures include:
 - a. Fast tracking applications for skilled workers deemed critical to the recovery effort;
 - b. A visa on arrival system for skilled workers from certain countries; and
 - c. Obtaining or verifying medical certificates at the immigration clinic or a local practitioner of choice.

Business and Economy: Development

The longer-term vision for the economy and the business sector is to attract diversified streams of investment in various sectors to fund development priorities, with the focus being on economic activities that will add value to existing sectors as well as provide the opportunity for the development of new and innovative sectors. It is envisioned that this will create more jobs and business opportunities for locals and expand the economic base of the Territory. The Government places great importance on providing a right investment climate for existing and new innovative businesses to set up and thrive.

Over the past eighteen months, the Government has worked on a number of measures to overhaul its trade and investment functions in anticipation of the need to strengthen and diversify the economy as a result of

¹⁷ In September 2017, Government implemented a policy to waive duties for an initial period of three months on certain items. These included food and water; building materials; electrical and plumbing fixtures and materials; household furniture, furnishings and appliances; pharmaceuticals; generators; and cleaning supplies. This policy was extended for another three months, with allowances only for materials directly required for rebuilding homes, buildings and other standing structures.

challenges in its main revenue earner, financial services. The following measures will be implemented:

- 1) Investment Policy – provides the guidelines and procedures for facilitating investments into the Territory;
- 2) National Investment Promotion Strategy – outlines the strategy for investment promotion and the structure for the Investment Promotion Agency. It highlights and prioritises some of the sectors identified for development and investment, including tourism, financial services, fisheries and farming, alternative energy, air and sea transportation, ICT, light manufacturing and infrastructure;

4.2.1 SMEs

SMEs are a growing area of the business sector and thus have an expanding role to play in the development and diversification of the Virgin Islands economy. The government is therefore focused on ensuring that SMEs recover as quickly as possible and have the enabling environment to grow .

SMEs: Recovery

Given the level of damage experienced by the SME sector and the significant role they play in the Virgin Islands economy, the Government focused on ensuring



- 3) Investment Incentives – include residency for direct investors, customs duty and tax exemptions for both foreign and domestic investors who make a minimum investment;
- 4) Encouragement of New Local Industries – outlines incentives such as tax and customs duty exemptions, specifically geared towards domestic investors such as local SMEs; and
- 5) Residency for Direct Investors – incentive policy that creates a more business-friendly climate for foreign investors by facilitating entry into the Territory to conduct their business. It applies to three types of qualifying investors: direct investor, person of independent means and persons with substantial business presence.



SMEs recover as quickly as possible. The Department of Trade and Consumer Affairs coordinated several initiatives designed to facilitate the resumption of business operations immediately. The Government's initial recovery efforts focused on:

- 1) Providing financial assistance soon after the hurricanes through the distribution of small grants - approximately 151 grants (ranging from US\$500 to US\$10,000) to SMEs such as day cares, bars, restaurants, clothing apparel stores and mechanics;
- 2) Establishing a generator loan system using 50 generators donated by the Bank of Asia (Virgin Islands) Ltd. to help business left without power to resume operations and continue servicing customers;
- 3) Temporarily setting up a Business Development Centre to provide computer, internet access and printing services to facilitate the execution of basic administrative tasks of SMEs;
- 4) Appointing the Director of Trade and Consumer Affairs as the Liaison Officer for the business community with the responsibility for conducting a needs assessment of the business community, including impact on SMEs.
- 5) Assistance in navigating the insurance and banking arena and providing information on possible suppliers for replenishing lost inventory; and
- 6) Training for SME community in e-commerce, business continuity, and trade and export development (quality control), to ensure they gain the tools necessary to rebuild and recover.

SMEs: Development

The Government recognises the importance of the SME sector to the development and diversification of the economy. Therefore, the projects, programmes and policy initiatives that will create the enabling environment in which SMEs can advance and grow sustainably include:

- 1) Developing consumer protection legislation based on an approved consumer protection policy framework with the objective of preventing businesses from engaging in unfair practices and protecting the rights of consumers;
- 2) Implementing the National Trade Policy which outlines the policies, strategies, legislation and regulations for trade and export development, business advancement, national investment and fair trade through consumer protection and fair competition;

- 3) Implementing the Investment Policy to establish linkages between Foreign Direct Investment (FDI) and local domestic investment in the SME sector through – joint ventures or FDI that provides spin off opportunities for local investors;
- 4) Revising and reviving the loan guarantee programme for businesses for SMEs to benefit from the financing mechanism and the tools necessary to help thrive during the 2018/2019 roll-out of the programme¹⁸;
- 5) Establishing an Innovative Business Lab, which will cater to persons with innovative ideas providing them with the necessary support in conceptualising those ideas and bringing them to fruition. In addition to the physical incubator space, entrepreneurs will also be offered support services – training, technical assistance, financial support, etc.;
- 6) Finalising and implementing the SME Policy,¹⁹ which will:
 - a) Develop awareness about entrepreneurship opportunities through publicity campaigns, skills training programmes and integration into the school curriculum, with special focus on engendering the entrepreneurship acumen among the youth;
 - b) Improve the operating environment for the business sector through:
 - i) developing and implementing legislation and policies, based on a thorough review of existing laws and regulations using business friendliness as a yardstick, that with align with the needs of the business community;
 - ii) streamlining the license application procedures to be in concert with the new Trade Policy which concentrates on improving timeliness and transparency;
 - iii) offering an incentive programme, including import duty concessions and selected tax reductions, that is aimed at stimulating the local private sector to invest in new and innovative areas such as those that utilise green technology; and
 - iv) Include a mechanism and structure for micro-financing.
 - c) Facilitating business development and growth through:
 - i) restructuring and strengthening the National Business Bureau, including additional business advisory services and training;

¹⁸ Eligible SMEs will be able to borrow up to a maximum of US\$20,000 and the Government will partner commercial banks to administer the loan.

¹⁹ Next step is consultation with the Business Support Organisation's (BSO's) and the private sector.

- ii) expanding access to capital through partnerships with banks, donor agencies, and negotiation of lower rates;
- iii) cultivating ideas on types of ancillary services SMEs could provide; and
- iv) developing sector focused support services to SMEs that provide ancillary that support new investment in hotels, villas and yachting businesses.

4.2.2 Financial Services

The financial services sector showed great resiliency in the aftermath of Hurricane Irma. Fortunately, there was minimal damage to the premises of the Financial Services Commission (FSC) and this allowed for minimal disruption to the services provided by the Virtual, Integrated, Registry and Regulatory General Information Network (VIRRGIN) incorporation system. All service providers had business continuity plans, which allowed them to continue to offer incorporation services. This was supported by the decision of the FSC to open the system to allow incorporations from other countries, where service providers had to relocate to as a result of business and personal property damages.

Despite the international pressures such as the European Union blacklisting campaign and the recent decision by the UK Parliament to require a public register of the ultimate beneficial owners of Virgin Islands incorporated companies, the Government envisions that the financial services sector will evolve and will always be a key part of the Territory's economic landscape. The Government is therefore committed to ensure that the sector continues to innovate, meet international regulatory and transparency requirements and fully engage its residents, and maintain a strong partnership with the private sector.

Financial Services: Recovery

The overall recovery objective for financial services is to get back to pre-Irma operations. The recovery projects, programmes and policy initiatives include:

- 1) Making the requisite arrangements to facilitate the return of business operations and individuals back to the Territory, including facilitating Immigration and Labour processes outside normal requirements;
- 2) Making the legislative arrangements that regularise the disruption of and return to normal operations through sunset legislative provisions allowing VIRRGIN services to be provided from other financial services jurisdictions;
- 3) Resumption of the work of the Virgin Islands Forward Initiative²⁰, includes launching the Financial

Services Investment Promotion Initiative to promote and facilitate new local and foreign investments in financial services, by:

- i) identifying and targeting investments in new value added services that establish a physical presence in the Virgin Islands to help build the jurisdiction's economic substance offering;
 - ii) encouraging local and foreign investors to diversify the current offerings by establishing diverse business operations in the Territory that currently use Virgin Islands company structures; and
 - iii) offering a "Residency by Investment" programme, which allows investors to be free of immigration controls and the ability to pre-pay Labour Work Permits.
- 4) Government signing a Memorandum Of Understanding (MOU) with BVI Finance Limited to work in partnership with the Financial Services Institute (FSI) to strengthen capability among BVI Islanders and Belongers by: providing industry experts to deliver courses at FSI; offering internships; providing career advice to students and other activities for meaningful participation in the industry.

Financial Services: Development

Despite Hurricane Irma, its aftermath and the recent challenges faced by the Territory in financial services, the sector continues to perform. Incorporations have levelled off after some reduction in numbers over the past three years. There continues to be a minor fall in business, which is expected as a result of ongoing international regulatory challenges.

In the future, the Virgin Islands will continue to maintain and strengthen its regulatory and compliance position whilst innovating and diversifying its financial services product by promoting and facilitating investment in value-added services that add economic substance to the jurisdiction.



²⁰ For more information: www.bviforward.vg

The development projects, programmes and policy initiatives for Financial Services include:

- 1) Actively promoting and facilitating local and foreign investments in accordance with the National Investment Policy;
- 2) Continuing to update and modernize Immigration and Labour laws and processes to create a more business friendly Work Permit system and Immigration processes;
- 3) Building capacity of BVI Islanders and Belongers to more meaningfully participate in the sector at both the employment and entrepreneurial levels;
- 4) Exploring the remaining twenty recommendations of the Financial Services Consultancy Report produced by McKinsey and Co. to see which can be implemented;
- 5) Focusing on existing sub-sectors with strategic value and high growth and revenue potential to see how they can be strengthened, repositioned or revamped to add diversity, economic substance or new/increased revenue streams to the Territory; and
- 6) Considering repositioning the Territory as an International Business Centre as opposed to an International Finance Centre, given that the core services of the jurisdiction are focused on facilitating international business.

4.2.3 Tourism

Unlike the financial services sector, tourism suffered significant damage, substantially affecting tourist arrivals. All of the iconic accommodation properties from private island resorts to small inns and villas suffered significant to catastrophic damage, with many not coming back online until 2019 or beyond. The yachting sector, though suffering the same fate, was able to rebound sooner as the insured assets were more easily replaced with insurance payouts and restoration. This sector was able to return to just under half of its capacity during the 2018 winter season and continues to recover strongly. The Government is cognisant that a rapid rebound will be vital for the long-term survival of the sector. Therefore, emphasis is being placed on:

- 1) Increasing Government investment in developing and promoting the tourism product;
- 2) Improving tourism-related infrastructure to facilitate faster recovery and to accommodate the recovered portion of the various subsectors;
- 3) Providing an enabling environment for the restoration and further development of major hotels, villas, small properties and the yachting sector;
- 4) Re-visioning the sector to strengthen its market

positioning, diversifying its offerings and enhancing the experience it provides visitors;

- 5) Providing Government support for all initiatives designed to ensure that the tourism development offering is competitive, the product is sustainable and the sector thrives; and
- 6) Ensuring that BVI Islanders are educated, trained and facilitated to assume leadership roles in management of the industry, especially in the yachting and resort sectors.

Tourism: Recovery

Since the impact from the hurricanes, property and yacht owners in the tourism industry have been working persistently to rebuild their assets and livelihoods. It will take time for the sector to resemble its pre-Irma profile. However, encouraging progress is being made. The British Virgin Islands Tourist Board (BVITB) has established a register to track the progress of all existing land and water based properties and stakeholders to monitor their progress.

The 2018/2019 season will have markedly more tourists as more land and water-based accommodation and activities come online with the expectation that the 2019/2020 season will rebound to pre-Irma tourist arrival numbers and room inventory availability. The cruise sector is also expected to rebound as rehabilitation of tourist attractions and essential infrastructure progresses. The ships are expected back in the Territory to kick off the 2018/2019 season.

The Government plays a central role in the rebuild and resurgence of the tourism sector and its recovery, including through:

- 1) Providing incentives to the accommodations sector in the form of Hotel Aid, which is extended to all properties (3 bedrooms or more) for rebuilding and expansion and includes duty-free concessions on materials, furniture and fixtures, and other related hotel equipment;
- 2) Providing incentives to the yachting sector to facilitate their recovery, acknowledging that this sub-sector contributes significantly to the overall tourism revenue as well as the visitor experience;
- 3) Revising the processes for accessing incentives such as Hotel Aid Ordinance by simplifying the application process and fast tracking approvals, and guiding applicants through the process and completing the application form through workshops;
- 4) Facilitating ongoing communication between Government and industry partners through the BVITB appointed Liaison Officer to the Premier's

Office, who will work closely with industry partners to stay abreast of developments in the sector and mitigate any challenges encountered; and

- 5) Making the necessary preparations for the return of cruise ships to the Territory through projects such as:
 - a) Repairing and re-opening of the Tortola Pier Park Facility;
 - b) Repairs and clean-up of the capital, Road Town;
 - c) Clean-up and remedial works along the major “tourist routes”. This involves: clearing of cables, bushes, tree limbs, etc. from the roads, resurfacing of roads, cleaning of beaches ensuring swim areas are clear of obstruction and also that water quality is good.²¹

In addition to the Government’s efforts, the BVITB has developed a revitalization plan for short term improvements to the tourism sector to be completed by mid-2019. It will concentrate mainly on:

- 1) Marketing and Promotion, by:
 - a) Maintaining an active presence in the global markets during the recovery phase to heavily promote sailing, which is rebounding at a steady rate;
 - b) Intensifying the marketing campaign later in 2018 as more land-based accommodations are re-opened; and
 - c) Increasing the use of social media to showcase the Virgin Islands, including through campaigns such as the recently launched “BVIwant2go” campaign that gives repeat visitors the opportunity to share their stories across social media and digital platforms, so travelers can hear and see first-hand what still makes the British Virgin Islands the best vacation choice.
- 2) Rebuilding and enhancing the tourism product to pre-Irma standards over the next year (2018/2019) through:
 - a) Rehabilitation of signage at major tourism attractions, including heritage sites, national parks, beaches and other places of interest on all the major islands – Tortola, Virgin Gorda, Jost Van Dyke and Anegada;
 - b) Rehabilitation of information centres, museums, various look-out points, visitor bathrooms, trails and boardwalks;
 - c) Restoration of flora throughout the Territory through community replanting activities such as the “Seeds of Love” project launched by BVITB in collaboration with the National Parks Trust and Town and Country Planning Department;
 - d) Beautification and revitalisation plans for

- beaches and redevelopment of other tourist attractions; and
- e) Rehabilitation of the tourism infrastructure in Cane Garden Bay to meet the standards required for the major cruise lines to resume inclusion of the Virgin Islands in their itineraries, through projects, including:
 - i) rehabilitation of the public restrooms;
 - ii) reconstruction of the vendor stalls;
 - iii) demarcation of designated swim area;
 - iv) reinstallation of anchoring markers; and
 - v) infrastructure projects related to sewerage system, road repairs and coastal defenses.

Tourism: Development

As with other sectors, the hurricanes have provided the opportunity for Virgin Islands to re-vision its tourism sector to make it more resilient, greener, stronger and better. This includes its product, marketing, visitor experience and market position. This longer-term vision for the tourism sector is centered around:

- 1) Preserving our competitive advantage as a high-end destination;
- 2) Product diversification into other niche markets;
- 3) Building a more resilient tourism infrastructure;
- 4) Positioning the British Virgin Islands to attract new investment and preserving our environment; and
- 5) Improving the Territory’s overall infrastructure such as roads, airports, seaports, and telecommunications that are vital for encouraging tourism business activity to return and for more economic interest in the sector (see section on Infrastructure).

The first step to re-visioning and repositioning the tourism industry for the future is the development of a National Tourism Strategy in 2018. Industry partners as well as the general public will be an integral part of the consultative process. The key areas of focus will be:

²¹ The clean-up and restoration of beaches in the Territory will focus on seven main beaches that are frequented by cruise passengers. These are: Cane Garden Bay, Long Bay - Beef Island, Smugglers Cove and Brewers Bay in Tortola. In Virgin Gorda, the beaches that are being focused on are the Baths, Spring Bay and Savannah Bay.



- 1) Product development with emphasis on creating niche markets including eco-tourism, medical tourism, agritourism, voluntourism, sports tourism, etc.;
- 2) Identifying sustainable funding for marketing and project development;
- 3) Improving air and sea access to a luxury standard, as well as to facilitate a more convenient way for visitors (repeat and new) to get to the Virgin Islands from the major source markets;
- 4) Expanding global marketing of the destination and searching out new markets;
- 5) Training to create service standards that meet the needs of our global clientele;
- 6) Diversification of the tourism product;
- 7) Ensuring that all Ministries and agencies are educated in the development and importance of tourism; and
- 8) Attracting more BVI Islanders to be engaged in the yachting sector, both at the ownership and career levels.

Concurrent with the development of the National Tourism Strategy, projects, programmes and policy initiatives will be undertaken in the following areas:

- 1) Charter Yacht Industry: Completing the work started on updating the territory's Charter Yacht legislation and implement a new Charter Yacht Strategy 2.0, which will provide the framework for further development of the yachting industry. The key goal is to re-establish a "One Stop Shop", where all the requisite permissions, licences, permits and services to operate in the industry could be received in a timely manner. In addition, the framework will also require relevant changes to various legislations that address current inefficiencies, clarifies inconsistencies, and proposes new initiatives. The Strategy will also seek to provide incentives to encourage greater participation of BVI Islanders and help reduce barriers to entry into the industry;
- 2) New Tourism Investment: An investment promotion campaign and brochure will be launched that capitalises on the new National Investment Policy and the Trade Development Strategy. In addition to attracting new and expanded entrants into the accommodation, yachting and product sub-sectors, it will also include investment in tourism infrastructure and philanthropic investments to support the environmental sustainability of National Parks, heritage sites and museums;
- 3) Re-development of the Prospect Reef Hotel:

The Government prior to the disasters signed a development agreement for Prospect Reef. The master plan includes 150 plus rooms, 400-person conference facilities, retail space, water activities, etc. This investment of approximately US\$90 million will be a valuable addition to the tourism landscape, provide jobs and opportunities for residents, boost room capacity and present the Virgin Islands as an option for hosting meetings and conventions. It is expected to be completed in 2021/2022; and

- 4) Streamlining land-holding licenses.

4.2.4 Fisheries and Agriculture

The fisheries sector was adversely affected by the hurricanes, both from a supply and a demand standpoint. On the supply side, the quantity of fish available for sale was reduced mainly as a result of severe damage to boats, both in the water and on land, the loss of gear and equipment and viable storage facilities. On the demand side, major markets for fishing stock were lost. The destruction of hotels and restaurants, a significant reduction in tourist numbers and destruction of the BVI Fishing Complex, which handled much of the distribution on behalf of the approximately 200 licensed commercial fisher folk, contributed to this.

The agriculture sector was also significantly affected by Hurricanes Irma and Maria with damage occurring mostly at the Paraquita Bay agricultural area. Farm structures, fencing, equipment, planting supplies, water tanks, access roads, plants/crops and livestock were either damaged or totally lost. Most of the damage was concentrated in the five agricultural areas of Paraquita Bay, Josiah's Bay, Carrot Bay, Jost Van Dyke, Anegada, Virgin Gorda and Long Trench, affecting about 169 farmers.

Historically fishing and agriculture have been an integral part of the Virgin Islands way of life. In terms of economic dominance, they were replaced by tourism and financial services, but the Government sees these industries as an essential component of food security as well as a means of diversifying the economy and providing employment opportunities to BVI Islanders.

Fisheries and Agriculture: Recovery

The following projects, programmes and policy initiatives will be implemented to support the recovery of the fisheries and agriculture sectors:

- 1) Provide fishing industry subsidies, which includes customs exemptions on essential fishing equipment required by licensed commercial fishers such as boats, engines, lines, nets, fish pots, ropes, etc.;
- 2) Repair and reconstruct damaged and destroyed



fishermen docks and recognised landing sites Territory-wide;

- 3) Implement a retrieval programme for “ghost traps”, which are lost, and derelict traps, which litter the seabed in unknown locations, potentially catching and killing sea-life;
- 4) Repair and re-open the BVI Fishing Complex as a temporary outlet for processing of catch; in the interim provide support services to fisher folk and other relevant stakeholders in the storage, processing and sale of fish;
- 5) Provide assistance to farmers to restore crops, livestock and basic infrastructure such as pens, water tanks, fences, field preparation, feed, etc.; and
- 6) Re-open the abattoir for inspections and processing of livestock.

The following projects, programmes and policy initiatives are envisioned to support the development of fisheries and agriculture, with an emphasis on the use of technology, increasing production, improving quality, protecting the environment and identifying markets:

- 1) Merge the Agriculture Department with the Fisheries Division of the Conservation and Fisheries Department, with a greater focus on training for farmers and fisher folk and expanding quarantine, veterinary and extension services for farmers, sourcing markets for agriculture and fishing products;
- 2) Conduct a feasibility study (and pilot) on ways to grow the fisheries and agricultural sectors utilising local skills and environmentally conscious technology;

Fisheries and Agriculture: Development

The Virgin Islands’ reliance on imported food greatly impacts our food security. The vulnerability of our food supplies and sources to external events became more evident following the destruction left by Hurricanes Irma and Maria. Fortunately, the major food retailers and wholesalers were not severely affected by the disasters. However, this weakness in our food supply chain has renewed interest in expanding the fisheries and agricultural sectors not only for food security but for developing them into viable and sustainable economic pillars. This compliments the Government’s overall vision of diversifying the economy.



- 3) Foster greater involvement in the fishing and agriculture sector, especially from the youth, by introducing targeted training programmes on fishing and agriculture practices, boating, sailing, navigation, etc.;
- 4) Introduce micro-insurance for farmers and fisher folk as a means of improving protection against man-made and natural disasters;
- 5) Monitor quality of fisheries imports and exports, by introducing inspection and quarantine protocol;
- 6) Improve the legislation and regulations governing fisheries sector to address identified gaps and to meet international standards;
- 7) Improve regulation of the agriculture sector, including reviewing the laws and regulations around importation of pesticides and agricultural products, use of genetically modified seeds and plants, and plant quarantine methods;
- 8) Facilitate private sector participation in greenhouse technology and training of traditional farmers in innovative farming techniques;
- 9) Conduct a feasibility study on accessing wells for livestock and plant irrigation;
- 10) Diversify the agriculture industry by exploring other cash crops and techniques such as through a study on cultivating and marketing cannabis for medicinal purposes, promoting the use of organic farming, etc.;
- 11) Provide guidance and incentives for the development of sports fishing and larger scale commercial fishing opportunities;
- 12) Facilitate privatisation of the fishing distribution network, including formation of fishing cooperatives or any other feasible body; and
- 13) Create a nursery programme for cultivating fish stock. ■

4.3 Infrastructure

- Electricity
- Roads
- Water
- Sewerage
- Seaports
- Airports
- Buildings, Physical Planning and Land Development
- Information and Communications Technology
- Telecommunications

Given the level of destruction of the Territory's infrastructure, reconstruction is a major priority for the Government. The economic infrastructure, including roads, sea defenses, and ports and ferry systems are integral to economic activity and providing transportation services to all members of the population. Besides the overall health benefits, including the reduction of risks associated with water and vector-borne diseases, the restoration of the water and sewerage system is also a critical aspect in restoring productive capacity and proper functioning of households.

The return to full functionality of government services as provided through the Central Administration Complex (CAC) and other administrative centres is critical to improving productivity, supporting investment initiatives and assuring the full range of social services to persons in the Virgin Islands.

The projects, programmes and policy initiatives outlined in this section will directly contribute towards **'building robust infrastructure that is capable of withstanding disasters and high levels of stress and recover quickly'**. This involves ensuring that:

- 1) Electrical power transmission and distribution is restored;
- 2) Road transportation network is rehabilitated and re-established for safety and enhanced economic activity;
- 3) Safe, reliable and sustainable access to portable water supply and sewerage services is provided in each community;
- 4) Capacity to execute import and border control functions is enhanced;
- 5) Functionality of Government Offices is restored; and
- 6) Access to consistent and reliable ICT infrastructure is provided throughout the Territory

Due to the critical role that infrastructure plays in the recovery of other sectors and the overall well-being of the population, the projects, programmes and policy initiatives mentioned also contribute to economic growth, better access to services, stronger governance

with continuity in service provision, safety, disaster resilience of critical infrastructure, and climate change adaptation that supports and safeguards the sustainable development of the Virgin Islands.

4.3.1 Electricity

The disasters severely damaged power transmission and distribution systems throughout the territory and caused extensive damage to administrative buildings. The main power generation building at Pockwood Pond Power Station was impacted, and it took several days before power generation was resumed. Absence of lighting in residences and public spaces added to a sense of fear and lack of safety among the public. Loss of power also affected tourism industry directly, with hotels and villas unable to operate in the absence of commercial power.

Recognising the critical need to provide households and businesses with power for their functioning and taking into account the time required to revamp the current system to a resilient one, recovery efforts focus primarily on rehabilitation of the electricity grid to pre-Irma levels.

Electricity: Recovery

In the immediate response and recovery phase, the focus was on measures that allowed for restoration of the basic functionality of the system, such as:

- 1) Removal and salvaging of components of the electrical infrastructure;
- 2) Assessment of damage to the electricity grid - poles, lines, transformers etc. and determining cost of restoring electrical power to the entire Territory;
- 3) Repairing the Pockwood Pond power station;
- 4) Initiating the restoration of electrical power distribution and transmission network in the Territory to pre-Irma levels through installation of new poles, transformers, transmission lines, etc. by bringing in additional labour, including from the Caribbean Electric Utility Services Corporation (CARILEC), and with assistance from the Canadian electricity company Varlard, Magtech Enterprise Co. (Jamaica), etc.;





- 5) Inspection and testing of electrical facilities in properties of all types (many of which have been damaged) to ensure consumer safety by safely reconnecting homes and other buildings to the grid once the repairs have been made;
- 6) Renting temporary administration facilities to facilitate restoration of power while office buildings are being rehabilitated; and
- 7) Rehabilitation of the office buildings and compound at Long Bush, Pockwood Pond, and Virgin Gorda, incorporating disaster resilient features to allow for full usage of the administrative buildings and to increase the resilience of the structures to impacts of natural hazards.

Electricity: Development

Taking into consideration the high levels of vulnerability of the power infrastructure to climate change impacts, the long-term vision for the electricity sub-sector is to significantly reduce the impact of high winds and other natural disasters on the electrical and transmission and distribution systems.

In order to build resiliency into electricity generation, the Strategic Plan of the British Virgin Islands Electricity Corporation (BVIEC) aims to:

- 1) Use Innovative systems and technologies to reduce vulnerability of electrical transmission and distribution system to disasters, including transferring electrical cables to underground, where permissible;
- 2) Implement the electrical transmission and distribution resilience plan that is currently being drafted in three phases:
 - a) Phase I: transfer of grid underground in a specified key location in Tortola to service the eastern end of the island and Virgin Gorda (over 3 years)
 - b) Phase II: build substation in central location on the main island of Tortola (over 3 to 5 years);
 - c) Phase III: build substation in a location on the western side of Tortola & bury underground key feeders on Tortola (optional - after 5 years).

In order to ensure access to reliable electrical power in the Sister Islands, the following projects, programmes and policy initiatives are proposed:

- 3) Establish an electrical system to feed Sister Islands independently of Tortola to avoid disruptions to electrical services due to minor issues on Tortola; and
- 4) Conduct a feasibility study to determine a location and the viability of independent electrical power generation on Virgin Gorda and subsequent construction of an independent power generation plant there.

In the aftermath of the hurricanes, movement of traffic was constrained by the destruction of the traffic light system. To improve safety and security of motorists and pedestrians on roads and at intersections, the following projects, programmes and policy initiatives are proposed:

- 5) Install streetlights, where ambient lighting is inadequate, based on a lighting analysis for roads throughout Territory;
- 6) Develop and implement a programme to expand the streetlights network.

The above-mentioned efforts to restore and rehabilitate the electricity network while improving its efficiency and enhancing its resiliency to future disasters do not replace those critical actions required to reduce the Territory's reliance on non-renewable energy sources and its transition to alternative green energy sources. The Territory's dependence on imported fossil fuel for power generation renders it highly vulnerable to fluctuations in global oil prices, thereby affecting household energy costs as well as the cost of all goods and services.

The Government recognises the need for a long-term plan of action for the power sector, consistent with the Energy Policy 2016 to achieve the specific targets²², with the following enabling actions:

- Promote innovative ideas in renewable energy,
- Strengthen local capacity to support new energy needs, and
- Provide an enabling environment for effective private sector participation, including incentives to pilot new technology.

GOVI and BVIEC are in the process of finalizing a **“British Virgin Islands Resilient National Energy Transition Strategy (R-NETS)”**²³. (see section on Renewable Energy)

²² The GOVI Energy Policy (2016) identifies the following targets: By 2023, supply 30% of the territory's energy by renewables means; By 2021, fossil fuel imports decrease by 20%; By 2021, 50% of consumers will use energy conservation measures and/or renewable energy technology of some kind; By 2021, Anegada reduces fossil fuel inputs to electricity by 80%.

4.3.2 Roads

The two hurricanes and the August floods caused severe damage to the road network on the western and north western portion of Tortola. Other roads suffered significant damage down to the sub-grade beneath the concrete layer. Extensive damage occurred to coastal roads and sea defenses, and slopes supporting and along mountainous roads at key locations throughout the Territory. Where culverts were washed away, service pipes became exposed. Recovery efforts, therefore focus on the repair and reconstruction of roads and coastal defenses as well as slope/embankment stabilisation.

Roads: Recovery

While the repair and reconstruction of roads based on resilient designs will be carried out in the medium term, in the immediate response phase, with the objective of making the road network functional and safe for users, the focus was on rehabilitation of roadways to pre-Irma standards, through the following projects:

- 1) Clearance of roads and drains to make roads passable and prepare for heavy rainfall events; and
- 2) Temporary overlay of existing roads as an interim measure, in order to ensure that motorable roads are available throughout the Territory to both residents and visitors.

For medium to long-term recovery, the emphasis is on enhancing the resilience and longevity of the roadway network that is safe and pedestrian-friendly. Road rehabilitation will include:

- 3) Restoration of the existing road surface and shoulders, clearing and repair of drainage facilities and renewal of road furniture.²⁴

²³ R-NETS was developed through a collaborative process involving the Ministry of Communications and Works, Ministry of Natural Resources and Labour, and Virgin Islands Electricity Corporation, with support from Rocky Mountain Institute.

²⁴ Road furniture refers to roadside objects used for safety and control of traffic in addition to those for assisting the driver, such as those providing drivers with the necessary warnings, rules, distance and directional information in order to travel roads and thoroughfares safely.



Road design will take into consideration:

- Climate risk factors to ensure that the infrastructure is resilient to future disasters and impacts of climate change;
- Ongoing studies such as the hydrology study that will produce a detailed mapping of high flood risk areas and guide design suitability of drains and other related systems to mitigate the chances of flooding;
- Complete review of the existing condition of the different locations;
- Applicable national norms and standards, and internationally recognised codes and standards; and
- Innovative methods such as use of recycled materials and power generation from roads paved with solar panels.

Based on the above-mentioned principles, the Plan includes projects related to:

- 1) Reconstruction of 60 miles of road infrastructure, including ancillary components such as drains, sidewalks, traffic calming, signage and road markings, and other support structures, for the following:

- a) Blackburn Highway from Parham Town to Brandywine Bay, from Fish Bay to Port Purcell roundabout;
- b) Ridge Road from Long Swamp Police Station to Spring Ghut, from Belle Vue/ Fort Hill junction to Chawell/Soldier Hill junction;
- c) Sir Francis Drakes Highway from Slaney roundabout to the West End Ferry Terminal;
- d) Road from St. Thomas Bay to the Baths, Virgin Gorda;
- e) Primary roads on Jost Van Dyke and Anegada;
- f) Cane Garden Bay Road from Soldier Hill to The Wedding Restaurant.

- 2) Reconstruction of alternate road from Towers, West End to Pockwood Pond to provide a viable alternate route between these two locations, especially during an emergency or storm events when the coastal road might not be passable or be damaged;

- 3) Rehabilitation and extension of sea defense with rock armor and other structures to protect these coastal roads in Carrot Bay, Little Apple Bay and Cane Garden Bay from high storm surge and wave action from sea encroachment; and



- 4) Construction of retaining walls and application of other slope stabilisation techniques throughout the Territory, including installation of retaining structures at Windy Hill, Great Mountain, Lower Hope, Sabbath Hill, Little Dix Bay, Long Trench, Cox Health, Bob's Gas Station, etc. to mitigate the risk of landslides and rock fall due to unstable embankment slopes.

Roads: Development

Long-term development of the road network looks at new and effective financing mechanisms for road maintenance and further development of the road network and infrastructure. This includes the following projects, programmes and policy initiatives:

- 1) Conducting research to develop a new fee structure and identifying options for new revenue streams, including road user fees for road maintenance; and
- 2) Implementing the recommendations by incorporating them in the Strategic Plan for the sector and ensuring funding to facilitate its adoption.

In line with the overall vision of building a greener, smarter and resilient infrastructure, long-term efforts also focus on:

- 3) Incorporating renewable energy/materials in new road designs that are both economically viable and environmentally sustainable;
- 4) Conducting a feasibility assessment of using renewable and recycled materials in road construction; and
- 5) Promoting innovative practices and new technologies in road construction that incorporate recycling of waste materials and alternative energy generation;

Recommendations from the Climate Vulnerability Assessment for roads supported by the Caribbean Development Bank (CDB) Rehabilitation and Reconstruction Loan (RRL) will act as a useful guide for future modifications to the road infrastructure.

4.3.3 Water

After Hurricane Irma, production of water at desalination plants was affected for long periods of time due to the interruption of power, disrupting the supply of service to the population and businesses. Water tanks (reservoirs), underground storage (cisterns) and pumps were damaged. Distribution lines and residential connections were affected, causing leaks in the system. Residential and commercial water meters and water service buildings were also damaged.

Water: Recovery

Immediate response efforts were focused on:

- 1) Removal and salvaging of components of the water production and distribution network; and
- 2) Temporary power generation and replacement of power service to the water desalination plants through overtime hours to personnel.

Recovery efforts focus on the provision of potable water to all households that are able to access public water through a resilient network within the territory, through the following projects, programmes and policy initiatives:

- 1) Repair and reinstatement of reverse osmosis plants, water distribution networks, damaged pump stations and all reservoirs;
- 2) Burial of all service lines to increase resilience;
- 3) Fitting of meters to commercial and residential properties to enable better monitoring of water usage and leak detection;
- 4) Re-establishment of the water supply and distribution network through supply and installation of pumps, conveyance lines, and other appurtenances to allow for a fully functional water supply and distribution network;
- 5) Replacement of damaged Reservoirs at Jost Van Dyke, Sabbath Hill, Fort Hill, Long Bush, Carrot Bay and Zion Hill; and
- 6) Replacement of damaged residential and commercial water meters and installation of bulk meters in specific locations for better monitoring of water usage and leak detection.

Repairs and reconstruction of the water infrastructure will be based on designs and site preparation that take into due consideration, the climate risks that they are exposed to.



Water: Development

Long-term development of water infrastructure will focus on improving the efficiency of water supply and distribution systems, providing equitable access to reliable water supply across the Territory, and exploring alternative water sources that can be channeled to households. The projects, programmes and policy initiatives include:

- 1) Re-establishment of a water desalination plant in District 3;
- 2) Conducting a comprehensive study of wells and springs in the Territory and how the water can be used in homes and businesses;
- 3) Identifying sources of revenue and non-revenue water losses using data from the bulk meters to make strategic investments for improving the system to reduce revenue losses due to improper accounting of water usage and to reduce wastage/ loss of water; and
- 4) Improving the existing billing system for water usage by adopting new technology to reduce human error in meter readings and to use such data to inform improvements of the water supply and distribution system.

Future investments in the upgradation and expansion of the water distribution network will also be informed by the recommendations from the Climate Risk Vulnerability Assessment for water systems that will be supported by the CDB RRL.

4.3.4 Sewerage

The sewerage system in the Virgin Islands is segregated in two main groups, with nearly 72 per cent of residential properties relying on septic tanks and 24 per cent connected to the main sewage collection system. The disasters caused severe damage to sewage treatment plants and pump stations. Disruption of power also contributed to the inability to operate the sewerage system.

In the Immediate response phase, the primary focus was on:

- 1) Removal and salvaging of damaged components of the sewerage network.

In the short term, restoration of the sewerage network, followed by enhancements to it to increase resilience were prioritised.

Sewerage: Recovery

Recovery efforts focus on the provision of a comprehensive and sustainable treatment of sewerage through a complete sewerage treatment network throughout Road Town, East End/ Long Look and Cane Garden Bay. The specific projects include:

- 1) Restoring the sewerage network in Road Town, including pumps and sewer lines in the Road Town Zone and commissioning the treatment plant at Burt Point;
- 2) Completion of the sewerage network between Paraquita Bay and Chapel Hill, including pump stations, manholes, and sewer lines; and commissioning the use of the Paraquita Bay Treatment Plant; and
- 3) Upgrading the sewerage network in Cane Garden Bay by installing pump stations, manholes, sewer lines; and commissioning the use of Cane Garden Bay Treatment Plant.

Sewerage: Development

Long-term development of the sewerage system aims to provide sustainable treatment of sewerage in various communities throughout the Territory while promoting recycling of waste water and provision of alternative sources of water. The projects, programmes and policy initiatives include:

- 1) Expansion of the National Sewerage Programme to various communities throughout the Territory, including the Sister Islands;
- 2) Conducting a study on the process of recycling waste water and possible uses; and
- 3) Development of a waste water recycling and usage programme for implementation throughout the Territory.

4.3.5 Seaports

Inter and intra island transportation were disrupted due to significant damage to roads and the ferry terminal facilities on Tortola. This affected the movement of goods and services, reducing economic activity such as commerce and tourism. The BVI Ports Authority's main warehouse and the Road Town Ferry Terminal sustained significant damage, with the West End Ferry Terminal completely destroyed. Administration at Port Purcell was limited due to the destruction of their administration complex.

Seaports: Recovery

In the immediate response phase, temporary measures were implemented to alleviate the cargo pressure at Port Purcell, resulting in an increase in the number of containers cleared/processed per week.

Recovery initiatives focus on re-establishment of border control services and systems, and the improvement of inter and intra island transportation through repair and restoration of full functionality of the port facilities at six main ports throughout the Territory. The Plan also focuses on restoration of the Pier Park, in an effort to regain confidence of the cruising industry, thereby attracting more visits. The projects include:

- 1) Securing temporary facilities for West End Ferry Terminal, including erection of temporary administration facilities (immigration and customs) at the port of entry until completion of a permanent facility;
- 2) Rehabilitation of BVI Port Authority headquarters (Port Purcell), including demolition of mangled warehouse and reconfiguring it to accommodate Customs to enable efficient clearing of imported goods to facilitate the recovery;
- 3) Rehabilitation of port facilities in Road Town, St. Thomas Bay, Jost Van Dyke (Dog Hole);
- 4) Rehabilitation of the Road Town Ferry Terminal;
- 5) Reconstruction of the West End Ferry Terminal; and
- 6) Repair of damaged buildings at Tortola Pier Park to restore its full usage.

Seaports: Development

For the long-term development of the port facilities throughout the Territory, a comprehensive approach will be adopted to expand sea port facilities and services for passengers and cargo and to provide modernized facilities that are relevant to the end-users, through the following projects, programmes and policy initiatives:

- 1) Development of a strategic plan (with designs and cost estimates) to upgrade and modernise passenger and cargo port facilities in the Territory;
- 2) Redevelopment of the ports at St. Thomas Bay, Road Town, West End, Gun Creek, Jost Van Dyke (Dog Hole), etc.;
- 3) Conducting a feasibility study to assess the viability of developing a trans-shipment port at Port Purcell and if found viable, develop designs and cost estimates for the same; and

- 4) Development of Anegada as port of entry that provides immigration and customs clearance services.

Recommendations from the Climate Vulnerability Assessment for Ports supported through the CDB RRL will guide future expansions to the sea ports.

4.3.6 Airports

Of the three main airports, Terrance B. Lettsome International Airport in Tortola (EIS) located on Beef Island; Taddy Bay Airport (VIJ) on Virgin Gorda and Auguste George Airport (NGD) on Anegada, Hurricane Irma caused major damages to EIS. The airports in Virgin Gorda and Anegada mainly suffered minor structural and roof and ceiling damages, and required some additional costs associated with debris removal and clean-up.

In the immediate response phase, with the objective of re-establishing airport security and operations to its basic level of functionality, the following measures were initiated in compliance with Air Safety Support International Ltd (ASSI) regulations:

- 1) Perimeter re-fencing of the Airport; and
- 2) Reinstallation of obstruction lights, security scanning machines and parking lot and general facility lighting.

Airports: Recovery

Recovery efforts focus on the re-establishment of services to the airports to pre-Irma levels, including re-establishment of airport security and operations in line with ASSI regulations. This will be carried out through projects, including the following:

- 1) Repair of damages to the Tortola, Virgin Gorda and Anegada Airports;
- 2) Rebuilding the vehicle fleet for the Virgin Islands Airport Authority;



- 3) Rebuilding and expansion of Administration building and Project Office (includes operations, maintenance, Met Office, AIS Operation, etc. at EIS);
- 4) Restoration of fire halls in Tortola, Virgin Gorda and Anegada, and rebuilding of the fire hall at VIG;
- 5) Repair of fire tenders in EIS and replacement of fire tender at VIG;
- 6) Procurement of new firefighting vessels (rescue and fire boats) for EIS and VIG to reduce response time to fires;
- 7) Relocation of fuel depot at EIS from near the ramp to a safer location; and
- 8) Rebuilding of cargo shed at EIS.

Airports: Development

Long-term development of airports aims to enable easier and greater air access to the Virgin Islands to revitalise the economy and the tourism sector as well as to facilitate effective disaster response and recovery through the following projects:

- 1) Expansion of the EIS runway to 7,100 feet along with the expansion of the apron and Terminal building, through Public Private Partnership (PPP), where GOVI will manage security and air traffic control while the private firm will finance, build and operate the Airport for a period of 25-30 years (see also section on Public-Private Collaboration); and
- 2) Upgrade of the VIG to a new building with an expanded customs and immigration facility, and departure area to accommodate duty-free shops.

4.3.7 Buildings, Physical Planning and Land Development

The core services provided by government Ministries, Departments and agencies were severely impacted with the Central Administration Complex (CAC), which houses the Ministries, having suffered widespread damage to approximately 95% of its offices. In addition, Government satellite offices throughout the Territory and the court buildings suffered major damage.

Buildings, Physical Planning and Land Development: Recovery

During the immediate response and short-term recovery phase, the focus was on restoring the functionality of Government offices and operations to pre-Irma levels. Given the large number of government buildings that were damaged by the disasters, short-term focus was on:

- 1) Restoration of the five highest priority buildings (CAC, Magistrate's Court, Archives and Records Management Unit, Supreme Court, Attorney General Chambers); and
- 2) Reconstruction of other key structures that were destroyed or severely damaged during the events.

The repair and rebuilding of the damaged government buildings aim to re-establish government operations in a safe, modern, energy efficient environment to better serve the public and provide a safe and healthy working environment for the public officers.

The Recovery to Development Plan calls for the incorporation of disaster resilient features throughout the design, in order to protect the occupants as well as the assets in the facilities. The design will allow the facility to remain operational during an emergency without outside assistance, as mandated by the Business Continuity Plan for each facility. The newly constructed buildings will set its own building energy efficiency goals, to achieve the minimum of platinum Leadership in Energy and Environmental Design (LEED) rating,²⁵ while also meeting the well-being and functional needs.

In order to restore functionality of government administrative buildings to better serve the public, recovery projects focus on:

- 1) Removal all internal content of the CAC;
- 2) Rehabilitation and reconstruction of the CAC building with a redesigned interior and exterior and landscaping;
- 3) Repairs to the Administration buildings in Anegada, Jost Van Dyke and Virgin Gorda (Vanterpool Building and Flax Building in the Valley, and North Sound Administration Building); and
- 4) Repairs to the buildings and remedial works to the compounds of Public Works Department (PWD) and Water and Sewerage Department (WSD) to provide full functionality of the offices in PWD and WSD.

Recovery projects related to courts, Attorney General's and Judge's Residences, Department of Disaster Management building, etc. are addressed in the section on Governance.

Buildings, Physical Planning and Land Development: Development

To enhance efficiency in the provision of public service, it is deemed necessary to have government buildings that are fit-for-purpose. With this objective the Plan includes the following projects:

²⁵ Most widely used green building rating system, LEED provides a framework to create healthy, highly efficient and cost-saving green buildings. LEED certification is a globally recognised symbol of sustainability achievement.



- 1) Design and construction of a fit-for-purpose PWD and compound for efficient delivery of infrastructure rehabilitation, maintenance, and design and assessment services; and
- 2) Design and construction of a fit-for-purpose WSD and compound to enhance efficiency in the core services of WSD, and maintenance of the water and sewerage network.
- 7) Setting up of a Board of building professionals to resolve issues related to construction as well as to set standards for registered professionals; and
- 8) Dissemination of the Handbook for Homeowners and Developers in the Virgin Islands.

Beyond the individual buildings that were damaged by the disasters, in order to facilitate safer, more resilient and greener construction of physical infrastructure in the Virgin Islands, the Recovery to Development Plan aims to develop and adopt a series of standards, guidelines, policies through:

- 1) Research and adoption of industry standards for design and construction of physical infrastructure;
- 2) Development and adoption of a uniform Building Code, based on the Organisation of Eastern Caribbean States (OECS) template;
- 3) Preparation and adoption of a Manual on infrastructural standards;
- 4) Development and dissemination of guidelines for the temporary repair of buildings;
- 5) Registration of licensed architects, engineers and other building professionals;
- 6) Establishment of a classification system for contractors;

For efficient, resilient and environmentally-conscious physical planning and sustainable use of land in the Territory, the National Physical Development Plan (NPDP)²⁶ will set out the vision for the Territory for land use development including local area planning, land use, zoning, etc. The long-term development efforts will focus on:

²⁶ The enVIsion 2040 project was initiated in March 2017 for a 16-month period (till June 2018) to guide land development of the Virgin Islands over the next 20 years to meet agreed community, economic, environmental and cultural goals. Of the four phases - Situational Analysis; Visioning; Development of the National Physical Development Plan; and Development of the Plan Implementation Package – only the Situation Analysis was completed when the floods and the hurricanes hit the Virgin Islands in 2017.



- 1) Completing the development of the National Physical Development Plan and the Plan Implementation Package; and
- 2) Implementation of the specific recommendations put forth by the Implementation Package, including land use zoning.

4.3.8 Information and Communication Technology (ICT)

Damage to the various facilities that housed government operations left several Ministries and Departments displaced, and negatively affected the ICT infrastructure,²⁷ rendering it inoperable for some of the Departments. Prior to the passage of Hurricane Irma, the ICT infrastructure was in place and growing, as departments were implementing more applications, which utilised the ICT infrastructure, to suit business operations.

Taking into consideration the damages suffered from the three disasters, the Plan recognises that a fast, reliable and accessible ICT system needs to be designed, implemented and maintained based on the risks, vulnerabilities and capabilities of the Territory; keeping with the current and future needs of GOVI; and compliant with internationally acceptable standards for critical functional areas, such as security.

Information and Communication Technology: Recovery

In keeping with the Public Service Transformation initiative, it is envisioned that the new ICT infrastructure will be built to be resilient, flexible and sustainable, and providing enterprise level systems and productivity tools that are aligned with corporate standards to support the delivery of critical services, even in the event of a major disaster.

For the establishment of a system-wide resilient ICT infrastructure, the following projects, programmes and initiatives are envisioned:

- 1) Review options and establish a localised Disaster Recovery strategy, using shared resources and in consultation with other key Government Agencies, including through:
 - a) re-activation of location at the ESHS campus; and
 - b) rebuilding a secondary site at the new NEOC building.
- 2) Review options and establish off-island Disaster

Recovery strategy by replication of encrypted versions of Virtual Services in remote Disaster Recovery site at suitable location(s) within the Caribbean Region, in Private Government Cloud, utilising areas in the world, where Government has an established office presence.

The Plan focuses on the restoration and expansion of the ICT capabilities of key government facilities through:

- 1) Reconstruction of the new ICT infrastructure to enhance networking, security, and storage within CAC, Departments outside of the CAC, schools and courts;
- 2) Restoration and expansion of ICT infrastructure and network to Government-owned buildings; and
- 3) Replacement of damaged telephone services and installation of telephone services network in Government-owned buildings.

Information and Communication Technology: Development

Long-term development of the ICT infrastructure of the Territory, as envisioned in the National ICT Plan, will focus on:

- 1) Restoration and expansion of the ICT capabilities of Government to improve its ability to communicate effectively with the public and its internal customers;
- 2) Establishment of a sound institutional framework including a Technology Strategy, Architectural Principles/Guidance for ICT implementation and Operational Policies for: National Disaster Recovery, Data and Document Management, Standards for Government Spaces, Desktop Operating Environment and ICT Usage;
- 3) Legislation to support and stimulate a digital government and economy;
- 4) Implementation of a Data Infrastructure;
- 5) Establishment of Platforms, such as for Defining Services and Business Process Re-engineering, Developing key Central Registries, System of Unique Identifiers (e.g. National ID), System of User Access, Payment Gateway, Messaging / Feedback / Delivery, etc.; and
- 6) Development of Online Services according to standards including Registration of Vehicles, Starting a Business, Obtaining an Entry Permit, Property Development, etc.

In order to bridge the digital divide and make technology accessible to persons, who do not own or have access

²⁷ The ICT infrastructure is comprised of items such as wireless antenna, radios, switches, access points, UPSs, fiber and Ethernet cable runs, desktop computer systems, printers, scanners, VoIP phones, power strips, and the like.

to a computer or technology, in the long term, efforts will be made to identify public spaces where email communication and e-services can be accessed by the wider public.

4.3.9 Telecommunications

The disasters caused extensive damage to telecommunications networks running above the ground while the underground networks, built to a very high standard for disaster resilience, were not significantly affected. Mobile services were affected by a loss of commercial power, loss of connection to backhaul data services, damage to backup generators, theft of generators and diesel fuel, and logistical difficulty in the refueling process. Damage to telecommunication infrastructure affected Government's ability to assess loss of life, overall damage across the islands and immediate needs of the population. This also impeded the Government's ability to communicate easily with the people, exacerbating the spread of rumours and a loss of sense of security.

Improving telecommunication services is a critical part of the support infrastructure required to attract and retain targeted business activity. However, the mountainous terrain and the dispersed nature of the islands along with a small market pose additional challenges to the development of the telecommunication infrastructure.

Telecommunications: Recovery

Activities contributing to the recovery of the telecommunications infrastructure are being primarily undertaken by the individual service providers.

In addition, in order to restore central network services such as Network access, Data storage, Internet, Telephone and other networked application systems, the recovery efforts also focus on:

- 1) Reinstalling the Government's Wide Area Network (WAN) – the Information Technology Backbone that provides network connectivity for all public schools, courts, police stations, immigration and other Government offices throughout the territory; and
- 2) Reinforcing the National Data Centre with sufficient power supply and back-up.

Telecommunications: Development

The long-term development of the telecommunications sector envisions to achieve a telecommunications infrastructure that is resilient to the impacts of disasters, meets the future needs, attracts talent and investment to the Virgin Islands, and is supported by an industry competitive to deliver low prices and high quality

services to businesses and consumers. Towards this the following projects, programmes and policy initiatives are proposed:

- 1) Putting fibre-optic cables underground in protective ducts and undersea fibre-optic cables between islands;
- 2) Establishing an emergency protocol procedure governing the responses of telecoms operators, including an obligation to provide and ensure that the national disaster centre has a working communications link at all times; emergency communications equipment kept on stand-by in key locations; drills to test this stand-by equipment; and a defined minimum communications network to be in place;
- 3) Installing hurricane-robust mobile wireless towers, low cost back-up replacement cell towers with limited coverage, and low cost mobile cell towers on a vehicle with limited coverage; and
- 4) Ensuring widespread Wi-Fi coverage and redundant satellite link coverage.
- 5) Enhancing customer experience by:
 - a) Conducting a feasibility study to determine the technical, financial, and consumer implications of the implementation of Number Portability in the Territory that would allow users to retain their numbers when changing from one carrier to another, along with assessing the strengths, commercial and technical capabilities of the operators to deliver a seamless solution;
 - b) Implementing an advance Internet Protocol version 6 (IPv6), the latest internet addressing scheme to improve internet access and/or service, especially to enable Internet connected products/devices to speak to each other; and
 - c) Supporting local users of all types with the acquisition of IPv6 addresses to ensure that their internet-connected devices function for the foreseeable future. ■



4.4 Natural Resources and Climate Change

- Environment
- Renewable Energy

The Territory's natural resources sustained significant damage from the disasters of 2017. Ecosystems such as coral reefs, mangroves, beaches, seagrass beds, salt ponds, ghuts, and moist and dry forests were severely impacted by strong winds, storm surge, flood waters and associated sedimentation, pollution and debris. By extension, the Virgin Islands' tourism industry and productive sectors of agriculture and fisheries, which are highly dependent on our natural environment were directly affected. Pre-existing vulnerabilities of the environment brought on by the effects of climate change and man-made influences were further exacerbated by the disasters.

Restoration of the Territory's natural resource base is a critical element of its economic recovery, given the reliance of tourism, agriculture and fishing on the environment. Therefore, the Government is committed to cleaning-up, restoring and preserving the environment post disaster and is focused on a strong programme to mitigate man-made impacts and adapt to climate change impacts. The Government is also committed to ensuring that the Territory redevelops along a greener pathway, including integration of renewable energy to support climate change mitigation and energy resilience.

The recovery and development projects, programmes and policy initiatives covering the environment, including climate change and renewable energy, outlined below, are designed to achieve 'a pristine, healthy, diverse environment that is able to support the desired standard of living, quality of life and economic prosperity of the Virgin Islands'.

4.4.1 Environment

Environment: Recovery

Restoration of the natural environment will take several years, in keeping with natural regrowth and recovery rates. To date, recovery focus has been to quickly re-establish the base conditions necessary to facilitate ecosystem restoration. In this regard, the immediate and early response focused on a rapid assessment of impacts on the environment and identifying and removing debris from the coastal and marine environment in particular, including damaged vessels. Work has been most advanced within the National Parks System and along popular tourist beaches in keeping with the wider focus of aiding recovery of the economy.

The second stage of recovery will include passive and active ecosystem restoration and monitoring. A more

detailed understanding of the impacts of the disaster events should also be articulated. Major restoration goals include:

- 1) Restoring ecosystems to pre-Irma conditions or better in the shortest timeframe possible;
- 2) Re-establishing ecosystem services; and
- 3) Ensuring restored ecosystems are as resilient as possible to climate change impacts, to offer the maximum possible protection to communities.

The following projects, programmes and policy initiatives are envisioned to support the recovery of the Environment:

- 1) Replacement of damaged vehicles, boats and other assets that are required to conduct Environmental Assessments and monitoring at marine shelters, ponds, beaches, coral reefs, forests and biodiversity hotspots;
- 2) More in-depth environmental assessments;
- 3) Removal and disposal of derelict vessels and other debris that still remain in the marine and coastal environment, particularly within designated recreational and beach areas, protected bays and inlets used for storage of vessels;
- 4) Dedication of specialised equipment and teams to clear the full extent of ghuts (natural drainage ways) and forests of debris;
- 5) Implementation of a coral reef restoration and monitoring pilot programme in partnership with local NGOs;
- 6) Implementation of a Territory-wide mangrove replanting and monitoring programme in partnership with local NGOs and community groups;
- 7) Cleaning and restoring of all actively used local recreational and tourist beaches by actively re-establishing the vegetation line using locally appropriate species;
- 8) Implementation of a national tree planting, landscaping and reforestation programme in collaboration with strategic partners such as Royal Botanic Gardens Kew and their seed bank programme followed by the establishment of a local nursery, with the mandate of collecting local seeds and cuttings;
- 9) Restoration and re-opening of the National Parks Trust office and facilities, including:
 - a) Redeveloping the J. R. O'Neal Botanic Gardens (to include the National Parks headquarter office and facilities);

- b) Repairing and restoring visitor centres and concessions Territory wide, including Sandbox at Prickly Pear, Poor Man's Bar at The Baths, Coppermine and Sage Mountain;
 - c) Rehabilitating facilities at Shark Bay, including entrance roads, parking facilities and entrances; and
 - d) Rehabilitating Coppermine Point Ruins;
- 10) Ensuring proper decommissioning and environmental cleanup of temporary debris management sites, including the Cox Health dump site and the Fat Hog's Bay boat yard; and
- 11) Establishment of biodiversity/ecosystem health indicators and a programme of biodiversity/ecosystem monitoring of key assets in hot spots to monitor restoration efforts.

Environment: Development

Development in the context of the environment refers to actions to further protect and enhance the natural resource base and the critical ecosystem services derived from it, such as recreational value, food provisioning, climate regulation, flood control and coastal protection, all of which have real value for the economic development and security of the Territory. With enhanced protection, investment in infrastructure and amenities to support new nature-based tourist attractions, strategic investment in agriculture and fisheries development and employment of ecological engineering principles to create "green" infrastructure, there are opportunities to increase the value derived from the natural resource base.

The recovery phase presents an ideal opportunity to implement enhanced environmental protection measures that are important to supporting recovering ecosystems and ensuring long-term environmental protection and enhancement. The global emphasis on climate change and its link to extreme weather events presents an additional opportunity for the Territory to step forward as a model for climate change mitigation and adaptation, and in doing so, gain access to the vast body of expertise and resources set aside to combat the impacts of climate change.

The Virgin Islands has already established a strong, internationally recognised climate change framework inclusive of a Climate Change Committee, Climate Change Policy and most recently, the legal establishment of The Virgin Islands Climate Change Trust Fund. The Trust Fund provides a transparent, accountable, independent mechanism for investment of international climate change finance in local adaptation and mitigation projects that cut across all sectors, including the environment.

The following projects, programmes and policy initiatives are proposed to help the Territory preserve its natural

environment and mitigate against impacts of a changing climate:

- 1) Conducting a Total Economic Valuation of the Virgin Islands' environment;
- 2) Instituting the legal framework necessary to establish rules and an organisational structure for environmental protection;
- 3) Developing and adopting supporting policies, including the Marine Estate Administration Policy, Beach Use Policy and revised Climate Change Policy;
- 4) Continuing the process to declare and transfer to the National Parks Trust all areas included in the Virgin Islands Protected Areas System Plan 2007-2017;
- 5) Updating the Virgin Islands Protected Areas System Plan with a greater emphasis on identification of terrestrial areas of environmental and historical significance;
- 6) Implementing measures to reduce threats to coral reefs, including:
 - a) A Certificate of Environmental Clearance system (as included in the draft Environment Bill) to better regulate sediment run off and nutrient pollution;
 - b) An expanded and enhanced mooring buoy system to reduce anchor damage to reefs; and
 - c) Marine spatial planning to minimise development threats to coral reefs.
- 7) Developing and implementing a strategic programme to support the restoration of salt ponds, natural contours and mangroves;
- 8) Implementing additional measures to reduce marine pollution and flooding, including:
 - a) Development of land reclamation and drainage standards and guidelines; and





- b) Enhanced drainage systems in priority watersheds to ensure storm water is properly captured and treated (via use of retention basins, swales, sediment traps etc.) before discharge into the coastal environment.
- 9) Implementing legislation, policies and programmes, in partnership with the NGO and private sector to achieve waste reduction and recycling, with a focus on eliminating unnecessary and highly polluting waste streams such as Styrofoam food containers;
- 10) Continuing development of the National Sewerage Programme to ensure that all densely populated coastal communities are serviced by a sewage treatment facility;
- 11) Operationalising the Virgin Islands Climate Change Trust Fund as a sustainable financing mechanism to support actions to enhance environmental protection as well as climate change mitigation and adaptation; and
- 12) Implementing the recommendations on the environment from the ECLAC Damage and Loss Assessment Report. These include:
 - a) Development of a strategy to manage vessel storage in the event of a Category 5 hurricane;
 - b) Redesign of man-made ghuts considering lining ghuts with concrete and development of Ghut protection legislation and watershed management plans; and
 - c) Better land reclamation management.

4.4.2 Renewable Energy

The Territory recognises the need for a long-term plan to lessen its reliance on fossil fuels and take advantage of its abundant energy sources to increase energy security and reduce its carbon footprint. This objective is reflected in the Energy Policy 2016, which seeks to achieve specific targets, with the government providing an enabling environment, including for the promotion of innovative ideas in renewable energy, strengthening local capacity to support new energy needs and effective private sector participation.

GOVI and Virgin Islands Electricity Corporation are in the process of finalizing a **“British Virgin Islands Resilient National Energy Transition Strategy (R-NETS)”** that will guide *“the transition from the current electricity system characterised by centralised diesel generation through a highly vulnerable transmission and distribution system to a 21st century electrical grid with high levels of decentralised renewable energy and energy efficiency.*

This strategy identifies optimal investments in clean energy infrastructure that can be incorporated into the rebuilding process”.

The following projects, programmes and policy initiatives are envisioned to help the Territory’s renewable programme and to achieve the objectives of the Energy Policy by:

- 1) Introducing ‘green’ technology, including LED lights and solar panels in the recovery process;
- 2) Converting the CAC into a micro-grid, which could be used for an electric charging station;
- 3) Conducting a feasibility study to explore the use of land and marine based organics, for example, Sargassum seaweed as a source of renewable energy;
- 4) Developing an Eco-Park on Virgin Gorda;
- 5) Adopting regulations to support the amended BVIEC Ordinance to allow for more diversified use of alternative energy sources;
- 6) Developing a smart electricity grid capable of accommodating a grid tie system, including net metering; and
- 7) Conducting a feasibility study to determine sustainable levels of penetration of the grid by renewables and development of guidelines for safely feeding excess energy to the grid. ■



4.5 Governance

- Public Service
- Law & Order and National Security
- Disaster Management

Government facilities, communication systems, equipment and human resources related to the functioning of the public service, the security services, courts and disaster alert systems were all negatively impacted by the disasters. Given the importance of the governance infrastructure in facilitating recovery, immediate priority was given to restoring Government services to some basic level of functionality to ensure continuity of operations as well as restoring law and order, following incidents of looting in the commercial sector, and coordinating the emergency response.

Initial actions entailed identifying and securing temporary accommodations for various government Departments, including essential services such as Immigration and Labour, and re-establishing communication and computer networks. Additionally, special arrangements were made for critical operations such as the National Emergency Operations Centre (NEOC), the police, courts and the prison.

As the Territory has moved from immediate response to recovery and development the Government is committed to implementing various projects, programmes and policy initiatives that will:

- 1) Assist with managing the affairs of the Territory in an effective and responsible manner;
- 2) Improve efficiency in the delivery of public services;
- 3) Protect the safety, security and rights of our people and ensure that the rule of law is enforced; and
- 4) Strengthen disaster management systems for greater resilience and response in light of disasters, including climate change related weather events.

4.5.1 Public Service

Public Service: Recovery

The main administration building, which housed the majority of government operations, was severely damaged by Hurricane Irma along with the satellite offices that housed the Customs, Public Works and Water and Sewerage Departments. The administrative buildings on the Sister Islands also received some damage. Public officers were therefore displaced and had to work remotely immediately after the disasters. Coupled with damage to infrastructure, telecommunications, electricity and other utility services, working conditions were difficult. Given the importance of the availability of public services to the ongoing

recovery effort, early measures were taken to secure alternate accommodation and provide public officers with makeshift office spaces to continue operating.

Efforts are ongoing to return the public sector and the services it delivers to a state of normalcy by:

- 1) Renovating the CAC in a way that will better service the needs of the public and provide a comfortable and safe environment for public officers. This involves:
 - a) Fixing the basic structure such as replacing windows and doors and repairing the roof, etc.;
 - b) Utilising energy efficient technology for ventilating, cooling, lighting and powering of the building; and
 - c) Remodeling the interior areas which will incorporate space saving designs thus accommodating more work stations.
- 2) Repairing the Government administration buildings on the Sister Islands (see section on Buildings, Physical Planning and Land Development);
- 3) Restoring communication systems throughout the Government service by replacing the damaged telephone infrastructure (see section on Telecommunications); and
- 4) Restoring and expanding ICT infrastructure and networks to the Government-owned buildings (see section on ICT).

Public Service: Development

The disasters have presented an opportunity for the Public Service to reconsider how it does business and transform its operations to support the future development needs of the Virgin Islands. A public sector transformation initiative has been launched by the Deputy Governor's Office, which seeks to re-engineer the public service.

The Public Sector Transformation Plan will focus on:

- 1) Redesigning the public service, by merging some critical services such as Land Registry and Survey Department and the Planning and Building Authorities, to create greater efficiencies, to critically assess the needs of the public and assign the right resources to meet those demands and build capacity where there may be gaps;
- 2) Implementing the automation of Government services (E-Government Initiative), including application and processing of permits and licenses and collection of fees and taxes;
- 3) Greening the public services, including reducing the use of paper files by digitising government documents;

- 4) Implementing a performance monitoring framework for Statutory Bodies and ensuring that they are aligned to the overall goals of their portfolio ministry;
- 5) Improving law enforcement services;
- 6) Formalising and encouraging public private collaborations; and
- 7) Implementing good governance strategies and structures based on transparency, accountability and human rights, including implementing a Ministerial Code of Conduct, Integrity Legislation and enforcement of the Registry of Interests.

Other development projects, programmes and policy initiatives are as follows:

- 1) Review of the governance mechanisms in the Sister Islands to allow for greater autonomy and representation;
- 2) Development of e-Government in order to provide critical public services to Sister Island residents, such as paying fees and taxes and applying for licenses and permits, without the need to travel to Tortola; and
- 3) Conducting a feasibility study considering the permanent relocation of critical government services away from coastal areas, which are vulnerable to coastal hazards, particularly those provided in the CAC.

4.5.2 Law & Order and National Security

The Territory's security and ability to maintain law and order were significantly compromised by Hurricane Irma. Widespread looting of businesses took place immediately after Hurricane Irma and in some instances causing more destruction than the hurricane itself. Additionally, police and fire stations and the Territory's lone prison were all damaged.

The Territory's court system was also significantly impacted; the commercial division was relocated to St. Lucia to ensure continuity of adjudication in financial services matters. Other arms of the justice system had to operate from various make-shift premises.

Damage to the HOA building and offices caused the temporary relocation of meetings until the building was fixed.

Law & Order and National Security: Recovery

The focus of recovery is to get the institutions responsible for peace, safety and security of persons and property to return to normalcy, and to address the deficiencies that caused a breakdown of law and order.

Recovery projects, programmes and policy initiatives comprise:

- 1) Re-establishing the functionality of the courts, including the physical infrastructure for Magistrates' Court, the High Court, the Commercial Court and the residences for the Judges and the Attorney General;
- 2) Rebuilding and expanding the ICT capability of the court system, including management information systems with cloud-based computing capability to ensure resilience;
- 3) Repairing the current HOA building in the short-term and reconstructing and modernising it in the medium term;
- 4) Restoring damaged police stations Territory wide and the police marine base, and replacing damaged police vehicles and ICT equipment;
- 5) Restoring and maintaining peaceful, safe and secure communities by addressing issues related to community policing, modernising operational structures, resolving outstanding cases, more stringent traffic control measures, etc.;
- 6) Restoring Her Majesty's Prison to a functional state to house the prisoners temporarily held in St. Lucia, including through expansion of facilities, improved communication capacity, new security fence and replacement of vehicles;
- 7) Restoring full functionality of the Fire and Rescue Services, re-building the Road Town Headquarters building, and implementing revised operating structures and human resource plan;
- 8) Implementing a reform programme for dealing with young non-violent offenders to include the use of monitoring devices, curfews, community service and trade skills training;





- 9) Initiating a Disaster Declaration law that allows for the suspension of certain activities, implementation of curfews and mobilisation of security forces from the UK and other partners;
- 10) Re-establishing and expanding the CCTV public security system; and
- 11) Restoring border security and control at all open ports of entry and administrative control within the departments of Immigration and Labour to ensure movement of persons and goods are brought under control.

Law & Order and National Security: Development

The disasters presented an opportunity to develop a security and justice service that is better able to prevent, investigate, detect, judge, punish and rehabilitate crime, and thus protect the safety and security of the residents of the Territory, its borders and government structures.

This will be achieved through the following projects, programmes and policy initiatives:

- 1) Establishing the Halls of Justice Complex with state-of-the-art facilities and services using technology as a tool for delivering services more efficiently, both domestically and internationally;
- 2) Establishing a Human Rights Commission with human rights regulations to ensure greater adherence to human rights principles and international standards;

- 3) Undertaking a comprehensive review of the Commercial Court and relevant legislation with a view to repositioning it as the leading commercial court in the region;
- 4) Reconfiguring the HOA Hall to accommodate greater public participation in the affairs of the HOA;
- 5) Constructing new Police headquarters with the requisite technologies to provide state-of-the-art policing capability in the Territory;
- 6) Implementing the requisite technologies, systems, administrative and operational enhancements and staffing service upgrades to modernise Immigration and Customs border and administrative controls, procedures and services.

4.5.3 Disaster Management

The disaster management systems and structures were severely impacted by the hurricanes. The Department of Disaster Management (DDM)²⁸ relocated and their services and operations are gradually being re-established.

²⁸ Operating at the time of the disaster as the National Emergency Operations Center (NEOC)

Disaster Management: Recovery

The recovery priority is to get the Territory optimally ready for the 2018 hurricane season, particularly the peak time of September to November. Related recovery projects, programmes and policy initiatives include:

- 1) Restoring the emergency warning and response capabilities of the Territory, including installing new equipment, replacing vehicles, updating legislation, equipping first responders and re-establishing and expanding early warning and alert networks;
 - 2) Participating in the Catastrophe Risk Insurance Facility to limit the financial impacts of devastating natural disasters;
 - 3) Overseeing the repairs to emergency shelters (land-based and marine) and identifying other facilities that can be used as appropriate;
 - 4) Establishing contingency stocks on all Sister Islands for immediate response efforts;
 - 5) Ensuring that ghuts and watershed areas are cleared of debris;
 - 6) Ensuring that appropriate plans and equipment are in place to secure government archives and critical documentation;
 - 7) Providing emergency response training for government agencies, communities, volunteers and private sector;
 - 8) Launching a comprehensive hazard awareness campaign throughout the Territory; and
 - 9) Constructing a new building for the DDM/NEOC operations.
- 3) Reducing vulnerability through enhanced community-based disaster risk reduction exercises to mitigate and respond to hazard impacts;
 - 4) Strengthening Early Warning and hazard monitoring systems to improve disaster risk reduction and emergency operations;
 - 5) Improving capacity through training and conducting exercises within key sectors; and
 - 6) Integrating the Comprehensive Disaster Management Strategy into national policies, laws, strategies and improve leadership and management of disaster management activities. ■

Disaster Management: Development

The 2017 disasters challenged our existing disaster management systems due to the unprecedented magnitude of destruction. As a matter of necessity we have to adapt our disaster systems and facilities to deal with the new reality of climate change that brings with it more intense weather events that will require higher standards of preparedness.

This will involve:

- 1) Improving knowledge base on the impacts of hazards and disasters through dedicated programmes;
- 2) Enhancing planning and development through hazard identification and vulnerability assessments incorporating structural and non-structural mitigation;



4.6 Sister Islands in Focus

4.6.1 Impact

Tourism is the 'bloodline' of Virgin Gorda, Anegada and Jost Van Dyke and the sector was virtually crippled with significant destruction to hotels, marinas, restaurants and beaches. Consequently, livelihoods were ruined. In addition, there was considerable damage to homes, businesses, human and social services and infrastructure, including communication, which was completely cut off.

As on Tortola, the disasters exposed deficiencies in the road, building and energy infrastructure, communication systems and level of central government disaster responsiveness. We have been presented with an opportunity to work together as a community to fix these weaknesses.

The recovery and development projects, programmes and policy initiatives specific to the Sister Islands therefore highlight as a start how we will improve and innovate our health, social and business services, governance structures,²⁹ energy generation systems, physical infrastructure, communication and transportation networks and tourism product. The Sister Islands are a mecca of the Territory's tourism product. Recovery and development of the Territory's tourism economy revolves intricately around them.

4.6.2 Recovery

Recovery efforts in the Sister Islands focus on the following:³⁰

- 1) Implementing and aggressive derelict vehicle and vessels removal and general beautification programme to make the islands more aesthetically pleasing for the community and upcoming tourism season;
- 2) Restoring damaged Government buildings and offices in Virgin Gorda, Jost Van Dyke, and Anegada and facilitating private landlords to do the same to accommodate displaced businesses;

²⁹ From the public consultations there is strong call for greater autonomy and representation for the Sister Islands, and the residents see this as key to their future development.



- 3) Repair of facilities, including visitor centres, historical sites, national parks (such as the Copper Mine on Virgin Gorda), signage, etc. on each of the Sister Islands to get the tourism economy restored;
- 4) Strengthening disaster relief and response mechanisms, including shelters to ensure Sister Islands receive adequate levels of support and protection during and after disasters;
- 5) Providing incentives to Tourism-related businesses and SMEs to recover;
- 6) Repairing and reconstructing social facilities, including clinics, public schools (Jost Van Dyke and Robinson O'Neal primary schools, and the primary and secondary divisions of the Bregado Flax Educational Centre), recreational facilities and waste management sites;
- 7) Assisting homeowners with house repairs and reconstruction under the Housing Assistance Programme; and
- 8) Restoration of critical roads, airports, ports of entry (such as St. Thomas Bay in Virgin Gorda and Dog Hole in Jost Van Dyke), water storage and distribution networks, and electricity.

4.6.3 Development

Development projects, programmes and policy initiatives in the Sister Islands include³¹:

- 1) Reviewing and updating the governance mechanisms to allow for greater representation and autonomy in managing Sister Island affairs;
- 2) Developing e-Government in order to provide critical government services without the need to travel to Tortola;
- 3) Developing electricity and renewable energy systems to facilitate independent electrical generation on the Sister Islands;
- 4) Implementing waste management strategy including recycling programmes, construction of waste transfer stations and incinerators and continuation of the national sewerage project;
- 5) Enhancing emergency communication tools and systems to ensure uninterrupted communication during a disaster;
- 6) Building new infrastructure including ports, roads, etc. to support the growth of the tourism sector; and
- 7) Developing the health and education facilities and services with the completion of the Iris O'Neal Clinic, with more regularly scheduled specialty services, implementation of a medical evacuation programme and better care and accommodation for the elderly.

^{30 & 31} See Appendix III for related project details.



GOVERNANCE AND IMPLEMENTATION

5 Governance and Implementation

5.1 Implementation Strategy

The task of reconstruction in the aftermath of the triple disaster that struck the Virgin Islands is enormous and the road to recovery long. In order to realise a successful recovery process and ensure the timely and efficient recovery and development of the Territory, it is imperative that a multi-stakeholder approach be pursued. This requires the input of the Government and its Ministries along with the public and private sectors.

In addition, the vision and strategic outcomes outlined by the Government of the Virgin Islands require strong institutional backing with significant and sustained financing along with the enabling environment for individuals and businesses to drive the economic and social recovery needs and future growth. It is therefore envisioned that different entities will play different but supporting roles in the recovery and development of the Virgin Islands.

The Territory's disaster management structure places the authority and responsibility for recovery from natural disasters with the Premier. In turn, the Premier (through Cabinet) has instituted the DRCC. The committee will among other things, provide leadership and a hub of expertise that coordinates with Ministries, public bodies and the private sector.



FINANCING THE PLAN



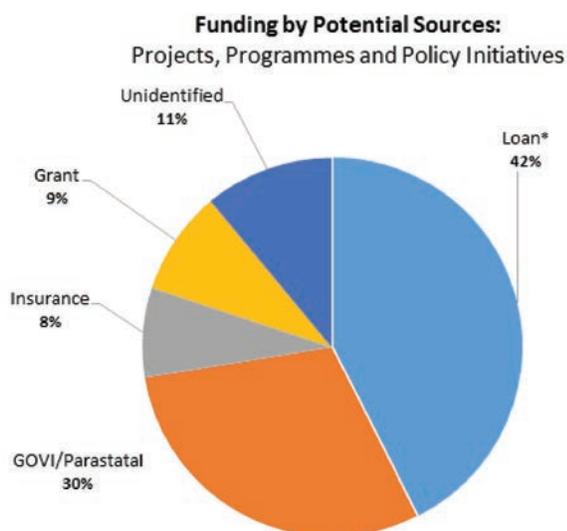
6 Financing the Plan

The estimated financial needs³² for implementing the Recovery to Development Plan amounts to approximately US\$580.8 million over the next 7-10 years (see Appendix I and II for details of costing by sector and sub-sector).

Given the magnitude of the resourcing needs to restore the Virgin Islands' economic viability and put it on a path of sustainable growth, the Government proposes a mix of funding sources. These include a combination of government budget spending, loans underwritten by the UK guarantee, insurance funds and grants, along with NGO and donor support and PPP.

Preliminary funding allocations represented in the figure below indicates that the majority of financing is expected from loans (42%) followed by government budget spending.

Figure 5: Funding by Potential Sources



Funding by Potential Sources	
Loan	\$ 247,020,594
GOVI/Parastatal	\$ 173,518,567
Insurance	\$ 44,475,017
Grant	\$ 51,821,233
Unidentified	\$ 63,980,000
	\$ 580,815,411

*Includes the US\$65 million Rehabilitation and Reconstruction Loan from the Caribbean Development Bank and other potential loans

³² These represent indicative costs that are preliminary estimate of costs based on similar projects implemented in the past and were used to arrive at approximate costs for planning purposes. Actual costs may vary when projects, programmes and policy initiatives are fully scoped and developed based on the current market costs.

6.1 Loan Funding

The UK guarantee of £300 million is therefore an essential element of the Virgin Islands' ability to advance its recovery since it significantly increases borrowing capacity. Efforts are ongoing to secure this guarantee and will be followed by negotiations with various financial institutions on actual borrowing terms and conditions. Loans will be required to address the immediate physical infrastructural rebuilding needs and also provide for the transformation of our social infrastructure, including educational and health facilities. Borrowings will also be channeled to longer-term investments in the Virgin Islands that will result in a return on investment and thus further contribute to growth of the economy.

To date, the Government has secured a US\$65 million loan from the Caribbean Development Bank to finance the recovery projects aimed at the rehabilitation and reconstruction of critical social and economic infrastructure including road networks and sea defenses, water and sewerage systems, education facilities, security services and disaster mitigation.

6.2 Government Spending

The Government's fiscal balance was affected by the reduction in revenue and the increase in expenditure required in the immediate aftermath of the storms. Over the medium term, the Government will pursue a mix of short-term and medium-term measures to optimise revenue collection and better manage recurrent expenditure. The Medium-Term Fiscal Plan (MTFP) 2018 - 2020³³ proposes a series of revenue-generating and expenditure-minimising initiatives, with the expectation of providing more fiscal resources to allocate to the Recovery to Development Plan and assist in meeting additional debt service obligations.

6.3 Public-Private Collaboration

The redevelopment of tourism, the diversification of financial services, the growth of the SME sector, the preservation of the environment and overall long-term sustainable development require strategic partnerships between the Government and the private sector. Rebuilding all sectors of the Virgin Islands following the 2017 disasters is a massive undertaking and must be a collaborative effort by all stakeholders. The GOVI believes that public-private engagement is essential to move steadfastly through the recovery phase and garner support for the future development of the Territory.

³³ http://www.bvi.gov.vg/sites/default/files/resources/mtfp_2018-2020_final_signed.pdf

There are quite a few areas that the Government believes would benefit tremendously from fruitful and established public-private engagements. GOVI is therefore committed to creating a formal mechanism for greater partnerships with the private and NGO sectors to assess their needs and determine their areas of interest. These broad areas include, but are not limited to:

1. Transportation;
2. Renewable Energy;
3. Physical planning and development;
4. Sustainable business development; and
5. Waste management.

The GOVI has started the dialogue on the following projects:

- 1) **Expansion of the TB Lettsome International Airport**, which will secure international air access to and from the Territory thus supporting the growth of the financial services and tourism sectors and easily connect residents and the business population to all corners of the globe. The envisioned arrangement is some form of a Public Private Partnership (PPP) whereby the selected vendor will finance the building of the airport and operate it for a period of time to achieve an agreed return on investment and then turn it over to Government (see Infrastructure section for more details).
- 2) **Increase the use of Renewable Energy**. The GOVI and Virgin Islands Electricity Corporation are in the process of finalising a “British Virgin Islands Resilient National Energy Transition Strategy (R-NETS³⁴)” that will guide the transition from the current electricity generation system that is solely dependent on fossil fuels to energy efficient systems utilising renewable energy sources. The GOVI envisions that by 2023, 30% of the Territory’s energy is supplied by renewable means.³⁵ The Government’s contribution to this initiative includes US\$750,000 to establish the legislative, policy and enabling environment for the sector with a PPP type arrangement, which will see an investment in the economy in the region of US\$40 million.³⁶
- 3) **Faciliate the establishment of Fishing Cooperatives** based on public-private participation to promote sustainable development of the fishing industry, which will lead to greater food security in the Territory. Government will no longer be in the business of marketing and selling fish and will concentrate on regulating the fishing industry and providing technical assistance, guidance and training to the fisher folk. This initiative is at the conceptual stage, but the GOVI sees it as a means of increasing investment, enabling access to new markets and engendering greater local participation in the industry.

³⁴ Developed in collaboration with the Rocky Mountain Institute – a non-profit organisation that advises on renewable energy projects.

³⁵ A target put forth in the Government’s 2016 Energy Policy

³⁶ Based on estimates by the Rocky Mountain Institute

4) **Promoting Agribusiness Models**. In an effort to revitalise the local agricultural industry, boost local crop production, and thereby ensure greater food security, the Government will be leasing land at Paraquita Bay for the application of innovative agricultural techniques such as hydroponics, aquaponics, etc. utilising renewable energy sources. In addition to the leased crown land, Government’s contribution to the partnership will be in the form of facilitation of services required to support the operation and the regulation of the agriculture sector.

5) **Improve the Capital, Road Town**. The 2017 disasters provided the opportunity to re-vision and create a capital that reflects the Virgin Islands as an international business services centre and a world-renowned tourism destination. The vision for the development of Road Town is to create an orderly, safe, sustainable and walkable city, which balances the historical, commercial and residential land use in a harmonious manner. Whilst the Government has a significant role to play in fulfilling this vision, beginning with its recovery efforts to remove debris and restore basic infrastructural services, the private sector can also play a key role in uplifting the aesthetic presentation of the capital. Collaboratively, the private sector can participate in resource-sharing arrangements to:

- a. Making improvements to the immediate areas around their businesses;
- b. Beautifying common spaces with greenery, trees, waste receptacles, benches and amenities;
- c. Connecting the spaces and places throughout the city with well-designed pathways that vastly improve the walking and viewing experience;
- d. Developing attractive pedestrian and bicycling links to major “destinations” such as (QEII Park, historic Main Street, Sir Olva Georges Plaza, Noel Lloyd Park) with sidewalks and crosswalks; and
- e. Pedestrianising Main Street and legislatively protecting its historical buildings as landmarks.

6.4 Economic Impact of Recovery to Development Plan

The Recovery to Development Plan will generate a significant amount of economic activity in the Virgin Islands during the recovery phase, mainly driven by physical reconstruction and the extensive public sector investment programme. As we progress to longer-term development projects that will add value to existing sectors – tourism and financial services, invest in new industries and stimulate private sector investment, the direct and indirect impacts on economic growth will continue to materialise. ■



WAY FORWARD

7 WAY FORWARD

The Recovery to Development Plan of the Virgin Islands, with the strategic outcomes, and associated projects, programmes and policy initiatives elaborated in the preceding sections, outlines the essential building blocks for a stronger, smarter, greener and better Virgin Islands. The different sections of the Plan capture the collective input of the public and officials of the Territory, gathered over a period of six months. The Plan outlines a projected financial need of approximately US\$580.8 million over a seven to ten-year time span for the recovery process.³⁷ In the absence of the capacity to borrow at this level, a mix of funding sources including domestic resources, loans, grants and insurance, need to be tapped into to meet the critical needs, restore economic viability and sustain growth. While this Plan primarily focuses on the resilient recovery of the Territory in the aftermath of the disasters in 2017, it recognises the need for the principles of resilience and sustainability to be embedded in the long-term development trajectory of the Territory.

7.1 Next Steps to Implementing the Plan

Once the Recovery to Development Plan is approved by the Cabinet and the House of Assembly, it will be shared with the public. The Plan will then be implemented by the Government in partnership with the relevant stakeholders, NGOs, development partners and the private sector.

The Ministries will be responsible for articulating in the form of clearly stated requirements, the desired outcomes that are in accordance with the Plan, including defining the functional and project requirements. These will form the basis for development of business cases as required. Once the business case is agreed upon, the resources to execute the project will be procured on behalf of the Ministry, which is responsible for monitoring the project to ensure it meets the requirements.

Some of the projects and initiatives included in this Plan will require further engagement with the public at large and relevant stakeholders to ensure that they meet the recovery needs and contribute to the strategic outcomes of the sectors and sub-sectors as defined in the Plan.

³⁷ These represent indicative costs that are preliminary estimate of costs based on similar projects implemented in the past and were used to arrive at approximate costs for planning purposes. Actual costs may vary when projects, programmes and policy initiatives are fully scoped and developed based on the current market costs.

These engagements will be spearheaded by the Government, in partnership with all relevant stakeholders. In implementing the Plan, the Government and RDA will be responsible for widening the skills base of persons in the community to execute projects and initiatives in the Plan and for assisting them to benefit from the business, procurement and employment opportunities generated.

The Government and its implementing partners will make available to the public, regular updates on the Plan's implementation through its website and other media.

7.2 Recovery as a Launching Pad for Sustainable Development

The unprecedented trio of events which devastated the Virgin Islands in 2017, presents the Government and the population with the opportunity to reset the Territory's development path to achieve climate change resilience and sustainability. This sentiment was echoed at the public meetings and consultations held throughout the Territory to discuss the preliminary version of this Plan. The consultations provided a Territory-wide platform to engage with the public on issues associated with recovery and seek their participation and inputs in shaping many of the projects, programmes and policy initiatives outlined in this Plan.

Building on the momentum generated through recovery planning, the next step is to launch a Territory-wide national development planning process to articulate the Territory's long-term development vision, through a multi-stakeholder and participatory approach. This process will build upon various ongoing initiatives such as the SEED Framework developed by the Macro Fiscal Unit, Ministry of Finance, the National Physical Development Plan and other strategic planning frameworks and initiatives across the sectors.

While aspiring to achieve the universally accepted Sustainable Development Goals (see figure for 17 goals), the National Development Plan for the Virgin Islands will attempt to localise these, making them relevant to its specific development context and needs of its population. It will draw upon the expertise and resources of private sector, civil society and development partners including the UN system to find sustainable and innovative solutions to the development challenges the Virgin Islands faces.

A systematic development planning process also requires a dedicated institution with the mandate to lead and coordinate the process as well as monitor progress

in the coming years. The nature and composition of such an institution should be determined so as to bring together various related processes under the rubric of development planning, without replicating existing institutions. The Public Service Transformation Initiative spearheaded by the Deputy Governor's Office provides the opportunity to determine the type of institution that would best serve this purpose.

The Recovery to Development Plan is an attempt to transform the adversity of the devastating events of 2017 into an opportunity to build a stronger, smarter, greener and better future for the present and future generations of the British Virgin Islands. Its successful implementation requires the commitment, collective wisdom and coordinated efforts of all stakeholders.

The Recovery to Development Plan will act as the first step in the long-term development of the Territory, ensuring that the recovery efforts are aligned with the principles of resilience and sustainable development. The National Development Plan will provide continuity to these initiatives and ensure their integration with the national development processes. ■

SEED is the GOVI's development framework aligned with the Plan and focused on achieving key results such as quality education, quality health and social services, a stable and growing economy, effective management of our natural resources, and effective governance.

"The 17 SDGs are a universal call of action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity" - see www.undp.org.

Figure 6: SEED and Sustainable Development Goals



APPENDICES



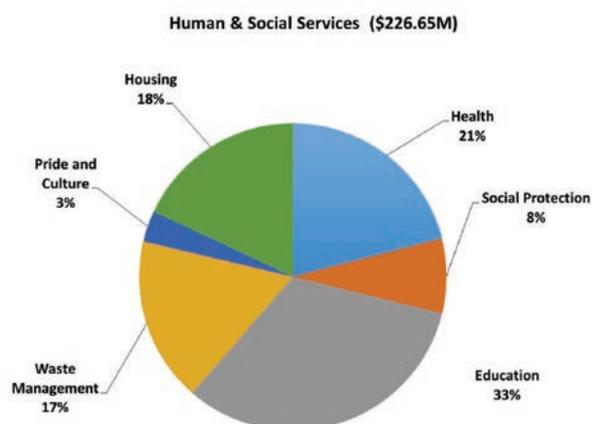
8 Appendices

Appendix I: Summary of Immediate Rehabilitation, Recovery and Development Costs

Sector	Sub-Sector	Indicative Cost Estimates (\$US Millions)		
		Recovery	Development	Total Cost Est.
		\$ 253,863,324	\$ 326,952,087	\$ 580,815,411
Human and Social Services	Health Services	\$ 18,662,025	\$ 39,129,494	\$ 57,791,519
	Social Protection	\$ 4,977,699	\$ 2,610,593	\$ 7,588,292
	Housing	\$ 40,800,000	\$ -	\$ 40,800,000
	Waste & Debris Management	\$ 5,150,000	\$ 34,200,000	\$ 39,350,000
	Education	\$ 26,931,000	\$ 46,727,000	\$ 73,658,000
	Pride and Cultural Identity	\$ 2,030,000	\$ 5,430,000	\$ 7,460,000
	Total		\$ 98,550,724	\$ 128,097,087
Business and Economy	SME's	\$ 12,150,000	\$ 1,600,000	\$ 13,750,000
	Financial Services	\$ 4,400,000	\$ -	\$ 4,400,000
	Tourism	\$ 2,700,000	\$ 11,600,000	\$ 14,300,000
	Fishing	\$ 1,030,000	\$ 300,000	\$ 1,330,000
	Agriculture	\$ 700,000	\$ 250,000	\$ 950,000
	Total		\$ 20,980,000	\$ 13,750,000
Infrastructure	Electricity	\$ 25,600,000	\$ 36,050,000	\$ 61,650,000
	Roads	\$ 24,259,000	\$ 21,400,000	\$ 45,659,000
	Water	\$ 1,600,000	\$ 20,000,000	\$ 21,600,000
	Sewerage	\$ 6,648,100	\$ 20,000,000	\$ 26,648,100
	Seaports	\$ 4,075,000	\$ 17,350,000	\$ 21,425,000
	Airports	\$ 6,800,000	\$ 2,500,000	\$ 9,300,000
	Buildings, Physical Planning and Land Development	\$ 22,025,000	\$ 4,050,000	\$ 26,075,000
	ICT	\$ 9,235,000	\$ 1,500,000	\$ 10,735,000
	Telecommunications	\$ -	\$ -	\$ -
	Total		\$ 100,242,100	\$ 122,850,000
Natural Resources and Climate Change	Environment	\$ 10,160,000	\$ 6,860,000	\$ 17,020,000
	Renewable Energy	\$ -	\$ 750,000	\$ 750,000
	Total	\$ 10,160,000	\$ 7,610,000	\$ 17,770,000
Governance	Public Service	\$ 5,950,000	\$ 5,000,000	\$ 10,950,000
	Law & Order and National Security	\$ 11,560,000	\$ 45,700,000	\$ 57,260,000
	Disaster Management	\$ 6,420,500	\$ 3,945,000	\$ 10,365,500
	Total	\$ 23,930,500	\$ 54,645,000	\$ 78,575,500

Appendix II: Summary of Projects, Programmes and Policy Initiatives by Sector (Sample Projects)

Human and Social Services



Pride and Cultural Identity (\$3.11M)

HS.E.44.	Provide scholarships for culture related studies	\$0.18M
HS.E.37.	Establish a Cultural Foundation	\$1.40M
HS.E.38.	Establish a Heritage Trust	\$1.00M
HS.E.35.	Restore museums, historical and heritage sites	\$0.53M

Social Protection (\$13.03M)

HS.A.83.	Construct new Virgin Gorda Elderly Home	\$1.50M
HS.B.91.	Expand coverage of Public Assistance Programme.	\$0.60M
HS.A.81.	Repair community centers/emergency shelters	\$1.82M
HS.A.82.	Construct new Adina Donovan Home	\$5.00M
HS.A.80.	Repair the Autism Centre/ Rainbow Children's Home	\$0.37M
HS.B.86.	Implement three-month emergency cash-based relief programme in collaboration with Red Cross.	\$3.74M

Education (\$56.00M)

HS.C.10.	Provide educational supplies to all public primary and secondary schools	\$1.00M
HS.C.12.	Deliver a programme of psycho-social support to teachers and students	\$0.47M
HS.C.19.	Restoration of basketball courts Territory wide	\$1.35M
HS.C.2.	Repair public primary schools with minor damage	\$2.80M
HS.C.20.	Restore public recreational facilities territory wide	\$3.65M
HS.C.27.	Repair damaged buildings and restore functionality of HLSCC	\$8.60M
HS.C.4.	Re-develop public primary schools	\$10.30M
HS.C.6.	Re-develop Elmore Stoutt High School.	\$22.88M
HS.C.7.	Re-develop Bregago Flax Educational Centre (secondary division).	\$2.70M
HS.C.8.	Re-develop Bredago Flax Educational Centre (primary division).	\$1.00M
HS.C.9.	Construct new Eslyn Henley Ritchez learning centre	\$1.25M

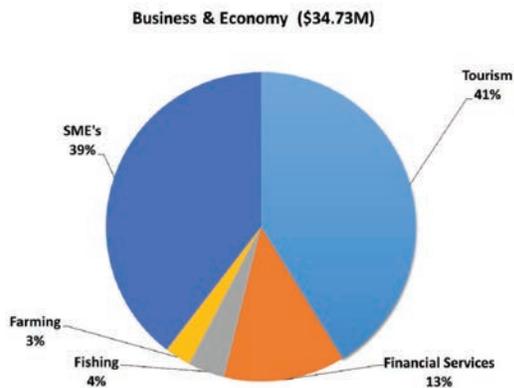
Waste & Debris Management (\$13.55M)

HS.D.70.	Establish Anegada waste transfer station	\$0.40M
HS.D.64.	Implement the post-Irma Debris Management Plan	\$2.15M
HS.D.65.	Relocate the Tortola Landfill	\$3.00M
HS.D.67.	Retrofit Pockwood Pond Incinerator Unit with Waste-to-Energy (WTE) treatment system	\$8.00M

Housing (\$40.00M)		
HS.Z.75.	Provide assistance for home repairs and reconstruction for eligible individuals and households (Housing Recovery Assistance Programme).	\$39.00M
HS.Z.76.	Establish group home for persons requiring supervised accommodation.	\$1.00M

Health Services (\$42.14M)		
HS.A.53.	Construct polyclinics on the eastern and western areas of Tortola	\$6.00M
HS.A.55.	Purchase and outfit 2 mobile clinics	\$0.60M
HS.A.57.	Purchase a purpose-built ambulance boat	\$0.45M
HS.A.58.	Expand air medical evacuation including helicopter services	\$1.15M
HS.A.59.	Procure and install of the BVIHSA Health Information System.	\$7.20M
HS.A.60.	Purchase and install new medical equipment	\$10.00M
HS.A.52.	Refurbish Old Peebles Hospital for the expansion of RT Clinic, and specialist out-patient services	\$0.50M
HS.A.50.	Complete construction and commission Iris O'Neal Medical Centre.	\$3.50M
HS.A.47.	Repair Peebles Hospital	\$12.74M

Business and Economy



Financial Services (\$4.40M)

BE.O.5.	Promote and market the financial services sector	\$1.50M
BE.O.6.	Maintain the tax information exchange systems (BOSS)	\$2.90M

Agriculture (\$0.45M)

BE.Q.29.	Provide assistance to farmers to recover crops, livestock and basic infrastructure (pens, water tanks, etc.)	\$0.45M
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Tourism (\$14.15M)

BE.N.7.	Repair CGB tourism infrastructure	\$1.50M
BE.N.8.	Implement revitatisation of Tourism Product Plan	\$11.00M
BE.N.10.	Implement assistance programme for Small Properties and Villas to rebuild	\$1.20M
BE.N.12.	Develop a National Tourism Strategy	\$0.45M

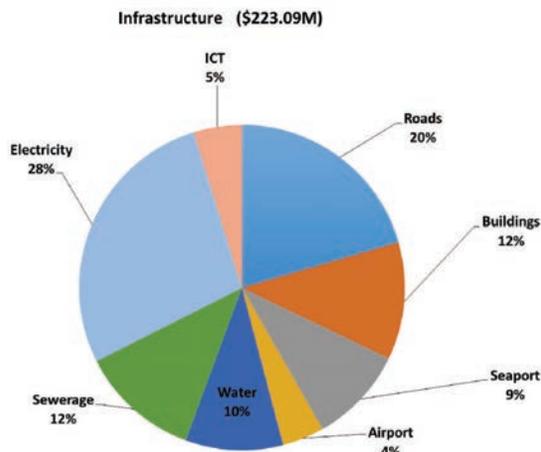
SMEs (\$13.50M)

BE.Q.29.	Provide assistance to farmers to recover crops, livestock and basic infrastructure (pens, water tanks, etc.)	\$0.45M
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Fishing (\$0.80M)

BE.P.20.	Develop sport fishing and large-scale capture.	\$0.10M
BE.P.15.	Provide financial support programme for registered fishermen for restoration of fishing industry	\$0.60M
BE.P.17.	Train fishermen on cuts and capture size.	\$0.10M

Infrastructure



Roads (\$39.91M)

INF.F.11.	Resurface roadways Territory wide	\$5.00M
INF.F.13.	Reconstruct Blackburn Highway from Fish Bay to Port Purcell roundabout.	\$1.10M
INF.F.14.	Reconstruct Ridge Road from Long Swamp Police Station to Spring Ghut.	\$1.50M
INF.F.15.	Reconstruct Ridge Road from Belle Vue/Fort Hill junction to Chawell/ Soldier Hill junction.	\$4.50M
INF.F.16.	Reconstruct Sir Francis Drakes Highway from Slaney roundabout to the West End Ferry Terminal.	\$8.70M
INF.F.17.	Reconstruct Cane Garden Bay Road from Soldier Hill to the Wedding.	\$2.10M
INF.F.22.	Rehabilitate and extend sea defence in Carrot Bay, Little Apple Bay and Cane Garden Bay.	\$6.60M
INF.F.23.	Installation of retaining structures throughout the Territory.	\$10.41M

Sewerage (\$23.00M)

INF.K.67.	Upgrade sewerage network in Cane Garden Bay including pump stations, manholes, sewer lines and treatment plant.	\$2.10M
INF.K.69.	Expand the National Sewerage Programme to various communities throughout the Territory including the sister islands.	\$20.00M
INF.K.66.	Restore the sewerage network in Road Town including pumps, sewer lines, and treatment plant at Burt Point.	\$0.90M

Electricity (\$35.00M)

INF.L.7.	Implement electrical transmission and distribution resilience plan.	\$20.00M
INF.L.9.	Provide electrical power generation plant on Virgin Gorda.	\$15.00M

ICT (\$10.24M)

INF.M.87.	Replace and expand PPEs and radio communication capacity of HMP (ICT).	\$1.50M
INF.M.88.	Replace and upgrade the security ICT requirements for the Territory	\$1.38M
INF.M.79.	Restore and expand ICT infrastructure and network to Government-owned buildings	\$2.16M
INF.M.80.	Replace damaged telephone services (government) infrastructure	\$1.30M
INF.M.85.	Re-equip public primary and secondary school with ICT equipment	\$1.95M
INF.M.86.	Restore and improve IT infrastructure at HLSCC including licences for servers and software.	\$1.95M

Buildings, Physical Planning and Land Development (\$25.20M)

INF.G.74.	Repair government-owned satellite offices	\$4.20M
INF.G.77.	Construct a fit for purpose Water and Sewerage Department and compound.	\$3.00M
INF.G.78.	Construct a fit for purpose Water and Sewerage Department and compound.	\$1.00M
INF.G.72.	Restore and redevelop the CAC Building.	\$17.00M

Seaports (\$14.30M)

INF.H.31.	Secure temporary facilities for West End Ferry Terminal.	\$1.00M
INF.H.35.	Redevelop Road Town Port	\$5.00M
INF.H.36.	Redevelop West End Port	\$4.30M
INF.H.37.	Redevelop Gun Creek Port	\$2.00M
INF.H.38.	Redevelopment of the JVD (Dog Hole) Port	\$2.00M

Airports (\$2.00M)

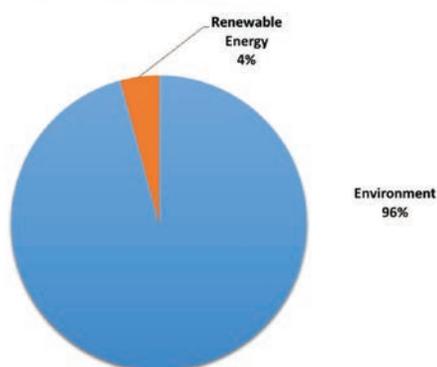
INF.I.45.	Upgrade the VG and Aneгада Aiports	\$2.00M
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Water (\$21.50M)

INF.J.63.	Upgrade and expand the water supply and distribution network.	\$20.00M
INF.J.61.	Re-establish the water supply and distribution network.	\$1.50M

Natural Resources & Climate Change

Natural Resources (\$17.77M)



Environment (\$10.35M)

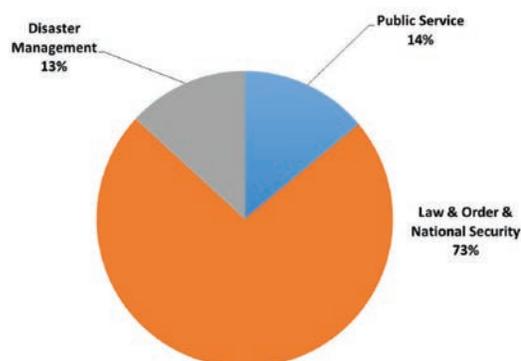
NR.T.5.	Remove and dispose of derelict marine vessels	\$1.00M
NR.T.7.	Replant coastal vegetation	\$0.50M
NR.T.9.	Implement a reforestation programme utilising Royal Botanic Gardens Kew seed bank	\$0.50M
NR.T.12.	Dredge Sea Cow's Bay marine shelter and install hurricane shelter moorings	\$0.35M
NR.T.17.	Implement strategy to restore coral nurseries	\$0.50M
NR.T.26.	Develop/construct new Botanic Gardens. Establish headquarters and other facilities	\$3.50M
NR.T.27.	Repair visitor centres and concessions Territory wide	\$2.50M
NR.T.28.	Rehabilitate Copper Mine Point ruins	\$1.50M

Renewable Energy (\$0.75M)

NR.V.21.	Implement Virgin Islands Energy Policy (2016)	\$0.75M
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Governance

Governance (\$78.58M)



Disaster Management (\$3.92M)

GOV.Y.18.	Construct a new NEOC facility (DDM building)	\$3.92M
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Public Service (\$5.00M)

GOV.W.10.	Implement E-Government Initiative	\$5.00M
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Law & Order & National Security (\$40.24M)

GOV.X.65.	Repair the prison buildings	\$1.36M
GOV.X.66.	Construct a perimeter fence around the prison	\$2.20M
GOV.X.72.	Salvage, replace and expand vehicle fleet, ICT and security IT infrastructure.	\$1.50M
GOV.X.73.	Construct new fire headquarters in RT, VG, JVD, Northwest and substations.	\$8.00M
GOV.X.53	Construct new police headquarters	\$5.00M
GOV.X.XX	Repair Police Stations – East End, Road Town, West End, VG, JVD and Anegada	\$1.18M
GOV.X.42	Construct the Halls of Justice	\$20.50M
GOV.X.37	Rebuild and expand ICT capabilities of the Courts	\$0.50M

Appendix III: Detailed Listing of Recovery and Development Projects, Programmes and Policy Initiatives

ID	Projects, Programmes and Initiatives		Scope	Funding Source	Sector	Sub-Sector	Lead Ministry
	Name						
BE.N.7.	Repair CGB tourism infrastructure	Repairs to restrooms, dingy dock at Black Point, dock at Ross, reconstruction of tourist board booth and welcome signs	GOVI Budget	Business & Economy	Tourism	Communications & Works	
BE.N.8.	Implement revitalisation of Tourism Product Plan	Repair and erection of signage and interpretation centres at various points of interest and various tourism enhancement projects	GOVI Budget	Business & Economy	Tourism	Natural Resources & Labour	
BE.N.10.	Assistance Programme for Small Properties and Villas to rebuild	Assess the financial needs of the affected tourism properties	GOVI Budget	Business & Economy	Tourism	Premier's Office	
BE.N.11.	Provide incentives for the rebuild of the yachting industry	Expand duty exemptions under the Hotel Aid Ordinance to include the yachting sector	Unidentified	Business & Economy	Tourism	Premier's Office	
BE.N.12.	Development of a National Tourism Strategy	Contract a consultant to develop the strategy. Key components include marketing and product development strategy, sustainable funding initiatives, tourism sector training, attracting investment into the sector etc.	GOVI Budget	Business & Economy	Tourism	Premier's Office	
BE.N.13.	Update and implement the Territory's Charter Yacht Strategy 2.0.	Create a "one stop shop" where all permissions, licences, permits and services to operate in the industry can be granted and make relevant changes to the legislation. Identify incentives to encourage local participation in the sector.	GOVI Budget	Business & Economy	Tourism	Premier's Office	
BE.N.14.	Develop a master plan for the re-development of the CGB Area	Request assistance of architecture firm to provide conceptual designs for the re-development of the CGB Area with consultation and input from the residents and business owners.	Private/NGO	Business & Economy	Tourism	Premier's Office	
BE.O.5.	Promote and market the financial services sector		GOVI Budget	Business & Economy	Financial Services	Premier's Office	
BE.O.6.	Maintain the tax information exchange systems (BOSS)		GOVI Budget	Business & Economy	Financial Services	Premier's Office	
BE.P.19.	Renovate and re-establish the Fishing complex	Repairs to the building and replacement of damaged equipment	Insurance	Business & Economy	Fishing	Natural Resources & Labour	
BE.P.20.	Programme for developing sport fishing and large-scale capture.	Provide guidance and the enabling environment for the development of the sector	GOVI Budget	Business & Economy	Fishing	Natural Resources & Labour	
BE.P.21.	Promote private sector involvement and investment in the agriculture sectors	Create the enabling environment (assets such as land, legislation and regulations, incentives etc.) for the private sector to develop the sector with advanced agricultural technology and knowledge.	GOVI Budget	Business & Economy	Fishing	Natural Resources & Labour	

Appendix III: **Detailed Listing of Recovery and Development Projects, Programmes and Policy Initiatives** continued

ID	Projects, Programmes and Initiatives		Scope	Funding Source	Sector	Sub-Sector	Lead Ministry
	Name						
BE.P.22.	Facilitate the formation of fishing cooperatives		Creation of an enabling environment: regulating the fishing industry, providing technical assistance, and guidance and training to the fisher folk	Grant	Business & Economy	Fishing	Natural Resources & Labour
BE.P.24.	Create a nursery programme for cultivating fish stocks			Unidentified	Business & Economy	Fishing	Natural Resources & Labour
BE.P.15.	Financial support programme for registered fishermen for restoration of fishing industry		Includes the provision of essential fishing equipment required such as boats, engines, lines, nets, fish pots, ropes etc.	GOVI Budget	Business & Economy	Fishing	Natural Resources & Labour
BE.P.16.	Reconstruct destroyed fishermen docks Territory-wide		rehabilitation of destroyed docks	Unidentified	Business & Economy	Fishing	Natural Resources & Labour
BE.P.17.	Training programme for fishermen on cuts and capture size.		Hosting of various training workshops	GOVI Budget	Business & Economy	Fishing	Natural Resources & Labour
BE.P.18.	Implement programme to deal with 'ghost' traps		Map location of 'ghost' traps and convert them into a home for fish	Unidentified	Business & Economy	Fishing	Natural Resources & Labour
BE.Q.26.	Develop Strategic Vision for Agriculture Sector (Paraquita Bay) in partnership with Rocky Mountain Institute.		Strategy developed in collaboration with the Rocky Mountain Institute	Unidentified	Business & Economy	Farming	Natural Resources & Labour
BE.Q.30.	Rehabilitation of agriculture labs needed for testing and ensuring safety of agricultural products		Outfitting of present labs with new equipment	GOVI Budget	Business & Economy	Farming	Natural Resources & Labour
BE.Q.31.	Expand Vet, Quarantine and Extension Services to farmers.		Improving and increasing the support from the Ministry to the farmers	GOVI Budget	Business & Economy	Farming	Natural Resources & Labour
BE.Q.32.	Introduce micro-insurance for farmers		Investigate insurance options for farmers and whether a subsidy is required by government	Unidentified	Business & Economy	Farming	Natural Resources & Labour
BE.Q.33.	Conduct a study on the use of cannabis for medicinal purposes		Develop the framework - legislation, regulations, guidance for consideration on the cultivation of cannabis for medicinal purposes only	Unidentified	Business & Economy	Farming	Natural Resources & Labour
BE.Q.34.	Merge the agriculture and fisheries departments		Departments will focus on training, extension services and sourcing markets for produce	Unidentified	Business & Economy	Farming	Natural Resources & Labour
BE.Q.29.	Provide assistance to farmers to recover crops, livestock and basic infrastructure (pens, water tanks etc.)		Types of assistance include: provision of water, field preparation, fencing, livestock feed	GOVI Budget	Business & Economy	Farming	Natural Resources & Labour
BE.R.1.	Provide assistance to businesses affected by disasters		Provision of generators and small grants to SMEs	GOVI Budget	Business & Economy	SME's	Premier's Office
BE.R.2.	Provide relief to the business sector through concessions		Concession in the form of duty waiver for 6 months	GOVI Budget, Grant	Business & Economy	SME's	Premier's Office

Appendix III: Detailed Listing of Recovery and Development Projects, Programmes and Policy Initiatives continued

Projects, Programmes and Initiatives		Scope	Funding Source	Sector	Sub-Sector	Lead Ministry
ID	Name					
BE.R.3.	Develop a SME Policy based on the research and recommendations done by COSME	Strategy for the growth of SME business in the BVI outlines plans for education & training, regulatory & operational framework, support services etc.	Grant, Private/NGO	Business & Economy	SME's	Premier's Office
BE.R.4.	Re-launch the SME loan programme	Providing financial and technical support to SME's in the form of small loans administered with the assistance of commercial banks and assistance in developing their business.	GOVI Budget	Business & Economy	SME's	Premier's Office
GOV.W.1.	Identify and secure temporary and permanent accommodations to continue basic government services.		GOVI Budget	Governance	Public Service	Deputy Governor
GOV.W.2.	Develop a strategy to optimize the services offered to the public - Public Service Transformation	Implement performance monitoring framework for statutory bodies; Re-design the public service - merging of services, outsourcing, centralisation of certain functions; etc.	Unidentified	Governance	Public Service	Deputy Governor
GOV.W.3.	Adopt a ministerial code of conduct		Unidentified	Governance	Public Service	Deputy Governor
GOV.W.4.	Enact an integrity commission legislation - either expanding the current Register of Interests Act or have new legislation		Unidentified	Governance	Public Service	Deputy Governor
GOV.W.5.	Enact the public service management bill , which includes performance management, whistle blowing		Unidentified	Governance	Public Service	Deputy Governor
GOV.W.6.	Update regularly, test and implement Business Continuity Plans		Unidentified	Governance	Public Service	Deputy Governor
GOV.W.7.	Revise and adopt the Public Service Code		Unidentified	Governance	Public Service	Deputy Governor
GOV.W.8.	Conduct needs assessment of the public service to ensure it has skilled workers to carry out its functions efficiently and effectively to meet the needs of the people in the Territory		Unidentified	Governance	Public Service	Deputy Governor
GOV.W.9.	Develop and implement a strategy for continuous monitoring and improvement of government services.	Skilled human resources developed for effective delivery of public services	Unidentified	Governance	Public Service	Deputy Governor
GOV.W.10.	Implement E-Government Initiative	Training of public officers, pilot of online services, Implement electronic information management system, Enact E-Government legislation for electronic management of information etc.	GOVI Budget	Governance	Public Service	Deputy Governor

Appendix III: **Detailed Listing of Recovery and Development Projects, Programmes and Policy Initiatives** continued

ID	Projects, Programmes and Initiatives		Scope	Funding Source	Sector	Sub-Sector	Lead Ministry
	Name						
GOV.X.42.	Construct the HOJ		Finalize the concept to be used for the physical structure of the Halls of Justice (HOJ) and develop final designs and cost estimates	Loan	Governance	Law & Order & National Security	Deputy Governor
GOV.X.43.	Repair the HOA (included under High Court).		Exterior and interior repairs	GOVI Budget	Governance	Law & Order & National Security	Deputy Governor
GOV.X.44.	Reconstruct an expanded and modernized HOA		Develop final designs and cost estimates redevelop the HOA	Loan	Governance	Law & Order & National Security	Deputy Governor
GOV.X.46.	Repair Police Stations at East End		Conduct repairs to the structure of the various Police Stations	GOVI Budget	Governance	Law & Order & National Security	Governor's Office
GOV.X.47.	Repair Police Stations at Road Town		Conduct repairs to the structure of the various Police Stations	GOVI Budget	Governance	Law & Order & National Security	Governor's Office
GOV.X.48.	Repair Police Stations at West End		Conduct repairs to the structure of the various Police Stations	GOVI Budget	Governance	Law & Order & National Security	Governor's Office
GOV.X.49.	Repair Police Stations at Virgin Gorda		Conduct repairs to the structure of the various Police Stations	GOVI Budget	Governance	Law & Order & National Security	Governor's Office
GOV.X.50.	Repair Police Stations JVD		Conduct repairs to the structure of the various Police Stations	GOVI Budget	Governance	Law & Order & National Security	Governor's Office

Appendix III: **Detailed Listing of Recovery and Development Projects, Programmes and Policy Initiatives** continued

ID	Projects, Programmes and Initiatives		Scope	Funding Source	Sector	Sub-Sector	Lead Ministry
	Name						
GOV.X.51.	Repair Police Stations at Aneгада		Conduct repairs to the structure of the various Police Stations	GOV Budget	Governance	Law & Order & National Security	Governor's Office
GOV.X.54.	Repair, replace, and expand vehicles fleet and marine vessels.			Grant	Governance	Law & Order & National Security	Governor's Office
GOV.X.55.	Replace police marine vessels			Grant	Governance	Law & Order & National Security	Governor's Office
GOV.X.57.	Implement an updated operational structure and human resources plan for law enforcement.			Unidentified	Governance	Law & Order & National Security	Governor's Office
GOV.X.58.	Deliver recommendations from 2017 firearm strategic review, with UK support.			Grant	Governance	Law & Order & National Security	Governor's Office
GOV.X.61.	Implement a Community-based Policing programme			Unidentified	Governance	Law & Order & National Security	Governor's Office
GOV.X.62.	Implement a Reform programme for young, non-violent offenders to include the use of monitoring devices, curfews, community service and teaching of trade skills			Unidentified	Governance	Law & Order & National Security	Governor's Office

Appendix III: **Detailed Listing of Recovery and Development Projects, Programmes and Policy Initiatives** continued

ID	Projects, Programmes and Initiatives		Scope	Funding Source	Sector	Sub-Sector	Lead Ministry
	Name						
GOV.X.63.	Position lifeguards at critical beaches in the BVI			Unidentified	Governance	Law & Order & National Security	Natural Resources & Labour
GOV.X.65.	Repair and modernise the prison buildings			Grant	Governance	Law & Order & National Security	Governor's Office
GOV.X.66.	Construct a perimeter fence around the prison			Grant	Governance	Law & Order & National Security	Education & Culture
GOV.X.69.	Construct an expanded HMP.			Grant	Governance	Law & Order & National Security	Education & Culture
GOV.X.70.	Revise the strategic plan for HMP.			Unidentified	Governance	Law & Order & National Security	Education & Culture
GOV.X.71.	Restore and expand physical infrastructure of Road Fire Station.			GOVI Budget	Governance	Law & Order & National Security	Communications & Works
GOV.X.72.	Salvage, replace and expand vehicle fleet, ICT and security IT infrastructure.			Grant	Governance	Law & Order & National Security	Communications & Works
GOV.X.73.	Construct new fire headquarters in RT, VG, JVD, Northwest and substations.			Grant	Governance	Law & Order & National Security	Communications & Works

Appendix III: **Detailed Listing of Recovery and Development Projects, Programmes and Policy Initiatives** continued

ID	Projects, Programmes and Initiatives		Scope	Funding Source	Sector	Sub-Sector	Lead Ministry
	Name						
GOV.X.33.	Restore physical infrastructure of Magistrate Courts.			CDB Loan, Loan	Governance	Law & Order & National Security	Deputy Governor
GOV.X.34.	Restore physical infrastructure of High Courts.			GOVI Budget, CDB Loan	Governance	Law & Order & National Security	Deputy Governor
GOV.X.35.	Restore the 'judges' and the Attorney General's residences.			GOVI Budget, Loan	Governance	Law & Order & National Security	Deputy Governor
GOV.X.36.	Install court specific management information systems (cloud-based applications).			GOVI Budget	Governance	Law & Order & National Security	Deputy Governor
GOV.X.37.	Rebuild and expand ICT capabilities of the courts.			Loan	Governance	Law & Order & National Security	Deputy Governor
GOV.X.38.	Restore physical infrastructure of the Commercial Court.			GOVI Budget, Loan	Governance	Law & Order & National Security	Deputy Governor
GOV.X.40.	Rebuild and expand ICT capabilities of the Commercial Court.			GOVI Budget, Grant	Governance	Law & Order & National Security	Deputy Governor
GOV.X.41.	Undertake a comprehensive review of the commercial court and relevant legislation in tandem with recovery to reposition court as the leading commercial court		see proposal from Justice Leon and review recommendations	Unidentified	Governance	Law & Order & National Security	Deputy Governor
GOV.X.52.	Repair the Marine Base.		Conduct repairs to the structure of the various Police Stations	GOVI Budget	Governance	Law & Order & National Security	Deputy Governor

Appendix III: **Detailed Listing of Recovery and Development Projects, Programmes and Policy Initiatives** continued

ID	Projects, Programmes and Initiatives		Scope	Funding Source	Sector	Sub-Sector	Lead Ministry
	Name						
GOV.X.53.	Construct new police headquarters		Design new structure	Loan	Governance	Law & Order & National Security	Governor's Office
GOV.X.74.	Implement a revised operating structure and human resource Plan (including community fire-fighting training).			Unidentified	Governance	Law & Order & National Security	Communications & Works
GOV.Y.25.	Develop a Policy to guide broadcast operations and communications		Establish radio and television station(s) and re-establish production studio(s) to produce and transmit government information and educational programming through audio and visual technologies.	Unidentified	Governance	Disaster Management	Deputy Governor
GOV.Y.29.	Create and implement effective management systems for receiving and distributing aid relief and other material/supplies donations.			Unidentified	Governance	Disaster Management	Health & Social Development
GOV.Y.30.	Repair and rehabilitation of emergency shelters.		Carry out repairs to community centres in Cane Garden Bay, West End, Purcell Estate, Long Trench, Brewer's Bay, and Sea Cow's Bay. Issue grants to two churches for emergency repairs	GOVI Budget	Governance	Disaster Management	Health & Social Development
GOV.Y.31.	Review and update guidelines for the construction and maintenance of emergency shelters.			Unidentified	Governance	Disaster Management	Health & Social Development
GOV.Y.12.	Install equipment and re-establish networks for seismic and weather monitoring.			Loan	Governance	Disaster Management	Deputy Governor

Appendix III: **Detailed Listing of Recovery and Development Projects, Programmes and Policy Initiatives** continued

ID	Projects, Programmes and Initiatives		Scope	Funding Source	Sector	Sub-Sector	Lead Ministry
	Name	Description					
GOV.Y.13.	Install equipment and re-establish emergency telecoms and early warning and alert networks.			CDB Loan	Governance	Disaster Management	Deputy Governor
GOV.Y.14.	Replace emergency vehicles			CDB Loan	Governance	Disaster Management	Deputy Governor
GOV.Y.15.	Revise Disaster Management Bill 2017 to include a disaster warning contingency plan to kick in when the technology fails.			Unidentified	Governance	Disaster Management	Deputy Governor
GOV.Y.16.	Equip police and fire officers with the necessary devices such as satellite phones to alert communities when the technology fails			Unidentified	Governance	Disaster Management	Deputy Governor
GOV.Y.17.	Establish a back up alert system through the use of vehicles and loudhailers			Unidentified	Governance	Disaster Management	Deputy Governor
GOV.Y.18.	Construct a new NEOC facility (DDM building)	Demolish existing structure and procure and construct new facility		CDB Loan	Governance	Disaster Management	Deputy Governor
GOV.Y.19.	Install new equipment and those salvaged from the existing structure.			GOVI Budget	Governance	Disaster Management	Deputy Governor
GOV.Y.20.	Re-evaluate disaster responsiveness of systems, policies and procedures and implement recommendations			Unidentified	Governance	Disaster Management	Deputy Governor
GOV.Y.21.	Launch "Be ready and Stay ready" Campaign in 2018			Unidentified	Governance	Disaster Management	Deputy Governor
GOV.Y.22.	Conduct preparedness sessions for businesses, schools, etc.			Unidentified	Governance	Disaster Management	Deputy Governor
GOV.Y.23.	Hold meetings with residents throughout the Territory, including the Sister Islands, on preparedness and response			Unidentified	Governance	Disaster Management	Deputy Governor
GOV.Y.24.	Community level training sessions			Unidentified	Governance	Disaster Management	Deputy Governor
HS.A.53.	Construct polyclinics on the eastern and western areas of Tortola	Expanded facilities for ambulatory, outpatient and community health services in either (East End/ Long Look, Cappoon's Bay)		Loan	Human & Social Services	Health	Health & Social Development
HS.A.54.	Purchase new ambulances	Procurement of two new ambulances for deployment in eastern and western zones of Tortola to be operated in collaboration with BVI Fire and Rescue Services.		Parastatal	Human & Social Services	Health	Health & Social Development
HS.A.55.	Purchase and outfit 2 mobile clinics	Procure two mobile medical clinics with medical equipment installed.		Grant	Human & Social Services	Health	Health & Social Development

Appendix III: **Detailed Listing of Recovery and Development Projects, Programmes and Policy Initiatives** continued

Projects, Programmes and Initiatives		Scope	Funding Source	Sector	Sub-Sector	Lead Ministry
ID	Name					
HS.A.56.	Commission vessel for inter-island emergency medical evacuations	Refurbish MV Vigilante II for medical evacuation.	GOVI Budget	Human & Social Services	Health	Health & Social Development
HS.A.57.	Purchase a purpose-built ambulance boat	Procurement of an ambulance boat for emergency medical evacuation from Sister Islands	Unidentified	Human & Social Services	Health	Health & Social Development
HS.A.58.	Expand air medical evacuation including helicopter services	Construction of helipads on JVD and North Sound.	Unidentified	Human & Social Services	Health	Health & Social Development
HS.A.59.	Procurement and installation of the BVIHSA Health Information System.	Procurement of hardware, software and implementation support services for Patient Management, Clinical Information Management, Financial Management, Logistical Management, Payer Management and Infrastructure Management systems	GOVI Budget, Loan	Human & Social Services	Health	Health & Social Development
HS.A.60.	Purchase and install new medical equipment	Procurement of medical equipment to support the delivery of specialised healthcare services	Unidentified	Human & Social Services	Health	Health & Social Development
HS.A.61.	Purchase 911 related software and equipment	Procurement of basic 911 call handling operating software and radio communications equipment	GOVI Budget	Human & Social Services	Health	Health & Social Development
HS.A.62.	Expand the operations of the NG911 Call Handling Centre.	Purchase and installation of NG911 operating software and communications equipment; staff training and technical support. Integrate with DDM and first responders to provide communications and coordination during emergencies.	GOVI Budget, CDB Loan	Human & Social Services	Health	Health & Social Development
HS.A.63.	Construct purpose-built facility to house Environmental Health (and Dept. of Waste Mgt.)	Site selection, design and construction of facility	Unidentified	Human & Social Services	Health	Health & Social Development
HS.A.93.	Develop and implement a Human Resources for Health Strategy	A comprehensive strategy and MIS to address Health Workforce Planning; and improved recruitment and retention practices, performance management, and Human Resource Development Systems for the public health system	Grant	Human & Social Services	Health	Health & Social Development
HS.A.52.	Refurbish Old Peebles Hospital for the expansion of RT Clinic, and specialist out-patient services	Expanded facilities for outpatient, clinical support, non-clinical support and administration services	Parastatal	Human & Social Services	Health	Health & Social Development

Appendix III: Detailed Listing of Recovery and Development Projects, Programmes and Policy Initiatives continued

ID	Projects, Programmes and Initiatives		Scope	Funding Source	Sector	Sub-Sector	Lead Ministry
	Name						
HS.A.50.	Complete construction and commission Iris O'Neal Medical Centre.	Phase 1 to include urgent care facilities, expanded clinical services, including pharmacy and imaging.	GOVI Budget	Human & Social Services	Health	Health & Social Development	
HS.A.51.	Retrofit 5th floor of Peebles Hospital to provide Specialist Services that would support revenue generation through Medical Tourism.	Creation of a cardiology clinic and cath lab in partnership with private provider	Parastatal	Human & Social Services	Health	Health & Social Development	
HS.A.46.	Repair clinics at Sea Cows Bay, North Sound, The Valley, Road Town and Cane Garden Bay	Minor repairs to doors, windows, roofing, generators, AC, water damage and flooding.	Parastatal, Grant, Private/NGO	Human & Social Services	Health	Health & Social Development	
HS.A.47.	Repair Peebles Hospital	Replacement of Windows, Doors, Ceiling, Repair/Replace damage imaging equipment and chillers.	Insurance	Human & Social Services	Health	Health & Social Development	
HS.A.48.	Rehabilitate clinics at Long Look, JVD, and Cappoon's Bay.	Roof repairs or replacement, interior repairs, electrical repairs, repair flood damage, repairs to nurses station.	Parastatal, Grant, Private/NGO	Human & Social Services	Health	Health & Social Development	
HS.A.49.	Assess health service needs and develop a strategy to expand health services	Expanded provision of cardiology, nephrology, orthopedics, neurology, urology and other specialist services in partnership with private providers and tertiary facilities.	Unidentified	Human & Social Services	Health	Health & Social Development	
HS.A.72.	Restore burial grounds that sustained damage	Repair burial grounds at Cane Garden Bay, Sea Cow's Bay, Cappoon's Bay, Johnson Ghut and Greenland.	GOVI Budget	Human & Social Services	Health	Health & Social Development	
HS.A.84.	Construct purpose-built vocational training facility for adults with disabilities.	Specially designed and equipped vocational training centre	Unidentified	Human & Social Services	Social Protection	Health & Social Development	
HS.B.92.	Conduct study on the establishment of unemployment benefits system/programme	Possibility of expanding Social Security system to include unemployment benefits.	Unidentified	Human & Social Services	Social Protection	Health & Social Development	
HS.A.78.	Repair Road Town Senior citizen Building	Replacement of windows, tiling, exterior repairs, excavation and painting.	GOVI Budget	Human & Social Services	Social Protection	Health & Social Development	
HS.A.83.	Construct new Virgin Gorda Elderly Home	Purpose built assisted living facility with amenities designed to accommodate residents of various levels of physical ability and health	Loan	Human & Social Services	Social Protection	Health & Social Development	

Appendix III: **Detailed Listing of Recovery and Development Projects, Programmes and Policy Initiatives** continued

ID	Projects, Programmes and Initiatives Name		Scope	Funding Source	Sector	Sub-Sector	Lead Ministry
HS.B.91.	Expand coverage of Public Assistance Programme.		Provision for emergency, temporary and long-term assistance grants to persons who are unable to adequately provide for themselves and maintain an acceptable standard of living, while building their capacity for self-sufficiency.	GOVI Budget	Human & Social Services	Social Protection	Health & Social Development
HS.A.81.	Repair community centers/emergency shelters		Carry out repairs to community centres in Cane Garden Bay, West End, Purcell Estate, Long Trench, Brewer's Bay, Sea Cow's Bay, East End/Long Look, North Sound, Anegada and Carrot Bay.	GOVI Budget	Human & Social Services	Social Protection	Health & Social Development
HS.A.82.	Construct new Adina Donovan Home		Purpose built assisted living facility with amenities designed to accommodate residents of various levels of physical ability and health	Unidentified	Human & Social Services	Social Protection	Health & Social Development
HS.B.89.	Conduct Social Protection Assessment with technical support from UNICEF and the ILO.		Conduct an Assessment Based National Dialogue (ABND) to assess the effectiveness of the Territory's social protection system.	Grant	Human & Social Services	Social Protection	Health & Social Development
HS.B.90.	Design and implement comprehensive Social Protection Policy and Programme with technical assistance from UNICEF and other partners.		Outline key priorities, strategic plans and outcomes that would address the needs of the most vulnerable in the society. Develop modern legislation and a Social Registry information system.	Unidentified	Human & Social Services	Social Protection	Health & Social Development
HS.A.77.	Repair of Virgin Gorda Elderly Home (PAHO)		Replacement and strengthening of roof; improvement of interior layout and installation of energy efficient fixtures and fittings.	Grant	Human & Social Services	Social Protection	Health & Social Development
HS.A.80.	Repair the Autism Centre/ Rainbow Children's Home		Replacement of roof, windows, doors, railings; interior works; furniture, appliances, equipment and supplies.	Grant, Private/NGO	Human & Social Services	Social Protection	Health & Social Development
HS.B.85.	Construct Juvenile Rehabilitation Facility.		Extend and strengthen the services offered by the Rainbow Children's Home to include arrangements for custody and rehabilitation of children in conflict with the law.	Unidentified	Human & Social Services	Social Protection	Health & Social Development
HS.B.86.	Implement three-month emergency cash-based relief programme in collaboration with Red Cross.		Unconditional grant to vulnerable households to meet basic household monthly expenditures to allow for self recovery and longer-term recovery planning.	Private/NGO	Human & Social Services	Social Protection	Health & Social Development
HS.B.87.	Re-evaluate and re-introduce senior citizens programme		Restructure the current senior engagement programmes to meet the social and emotional needs of the present ageing population.	GOVI Budget	Human & Social Services	Social Protection	Health & Social Development

Appendix III: Detailed Listing of Recovery and Development Projects, Programmes and Policy Initiatives continued

ID	Projects, Programmes and Initiatives		Scope	Funding Source	Sector	Sub-Sector	Lead Ministry
	Name						
HS.B.88.	Conduct Country Assessment of Living Conditions (CALC) in collaboration with the OECS Commission.	Assess qualitative and quantitative dimensions of poverty and vulnerability in the Virgin Islands. This includes conducting the following assessments: Survey of Living Conditions/Household Budgetary Survey; Participatory Assessment of Living Conditions; Macro Social and Economic Assessment and Institutional Assessment.	Grant	Human & Social Services	Social Protection	Health & Social Development	
HS.C.10.	Provide educational supplies to all public primary and secondary schools	Supply of furniture and other equipment required for classrooms and offices.	CDB Loan	Human & Social Services	Education	Education & Culture	
HS.C.11.	Construct a public Early Childhood School	Construction of a fit for purpose facility to house an Early Childhood School.	Unidentified	Human & Social Services	Education	Education & Culture	
HS.C.12.	Deliver a programme of psycho-social support to teachers and students	Consultant hired to develop a programme to assess the psychological impact of the disasters on teachers and students and a strategy for treating affected persons. Also create a system for documenting and tracking teachers and students that have reported psychological and social impacts as a result of Irma.	Grant, CDB Loan	Human & Social Services	Education	Education & Culture	
HS.C.14.	Assist with the restoration of ECDCs	Provide monetary grant to ECDCs impacted by Irma to assist in rebuilding and restocking of supplies.	Unidentified	Human & Social Services	Education	Education & Culture	
HS.C.15.	Deliver the UNICEF Curriculum at the temporary Early Childhood Development Centers.	Deliver UNICEF Return to Happiness' Programme to students at the Early Childhood Development Centres	Private/NGO	Human & Social Services	Education	Education & Culture	
HS.C.17.	Replace the mobile library	Purchase of a new mobile library and books.	Unidentified	Human & Social Services	Education	Education & Culture	

Appendix III: **Detailed Listing of Recovery and Development Projects, Programmes and Policy Initiatives** continued

Projects, Programmes and Initiatives		Scope	Funding Source	Sector	Sub-Sector	Lead Ministry
ID	Name					
HS.C.19.	Restoration of sporting facilities Territory wide	Restoration (resurfacing, spectator facilities, lighting etc.) of sporting facilities.	CDB Loan, Unidentified	Human & Social Services	Education	Education & Culture
HS.C.2.	Repair public primary schools with minor damage	Repair minor non-structural components of school to enable immediate use, including windows, doors, minor roof works, grounds, etc. of the following schools (Willard Wheatley, Francis Lettsome, Joyce Samuel, Alexandrina Maduro, Althea Scatliffe, Ebenezer Thomas and Bregado Flax Primary Division)	GOVI Budget, CDB Loan	Human & Social Services	Education	Education & Culture
HS.C.20.	Restoration of public recreational facilities territory wide	Remedial works to recreational facilities (Gyms, Fields, Parks, AO Shirley Recreational Grounds, etc.) to restore usage.	GOVI Budget, Grant	Human & Social Services	Education	Education & Culture
HS.C.21.	Repair the Multi-Sports Complex	Repairs to the roof and damaged windows.	GOVI Budget	Human & Social Services	Education	Education & Culture
HS.C.22.	Provide facility for sporting activities on Anegada	Develop area that can be used for multiple sporting activities in Anegada.	Unidentified	Human & Social Services	Education	Education & Culture
HS.C.23.	Develop a strategic plan for the BVI education system building on the OECS sector strategy	Develop a strategic plan for the BVI education system building on the OECS sector strategy.	Unidentified	Human & Social Services	Education	Education & Culture
HS.C.24.	Develop a school continuity plan	Provide a template and technical assistance to schools for development of the plan.	Unidentified	Human & Social Services	Education	Education & Culture
HS.C.25.	Expand the Youth Empowerment Project (YEP) to other districts	Establish programmes for young persons based on the YEP model	Private/NGO	Human & Social Services	Education	Education & Culture
HS.C.26.	Revise the curriculum at all levels to reflect disaster preparedness and courses related to the 'green' economy	Review current curriculum and determine how disaster preparedness can be integrated and review the 'green' course offering of CXC and CAPE	Unidentified	Human & Social Services	Education	Education & Culture
HS.C.27.	Repair damaged buildings and restore functionality of HLSCC	Implement remedial works to repair buildings on the campus that were damaged during the passage of Hurricane Irma.	Insurance	Human & Social Services	Education	Education & Culture
HS.C.28.	Expand the HLSCC campus	Develop and implement a plan to strategically expand the physical infrastructure at HLSCC	Parastatal	Human & Social Services	Education	Education & Culture

Appendix III: **Detailed Listing of Recovery and Development Projects, Programmes and Policy Initiatives** continued

ID	Projects, Programmes and Initiatives		Scope	Funding Source	Sector	Sub-Sector	Lead Ministry
	Name						
HS.C.29.	Build dormitories to house students from other islands.	Construct dormitories at HISC.	Unidentified	Human & Social Services	Education	Education & Culture	
HS.C.30.	Develop and deliver courses to support the needs of the marine and tourism industries	Offer courses and degree qualifications in the in marine management, boat repair and maintenance and hospitality services	Unidentified	Human & Social Services	Education	Education & Culture	
HS.C.32.	Set - up a Teacher Education Institute	Focuses on teacher training and professional development	GOVI Budget	Human & Social Services	Education	Education & Culture	
HS.C.4.	Re-development of public primary schools	Major reconstruction to primary including redesigning, repurposing, and total reconstruction, etc. to (Isabella Morris, Leonora Delville, Ivan Dawson...)	CDB Loan, Loan	Human & Social Services	Education	Education & Culture	
HS.C.5.	Re-build section of Elmore Stoutt High School	re-build of the L-shaped section to accommodate senior secondary students	GOVI Budget, CDB Loan	Human & Social Services	Education	Education & Culture	
HS.C.6.	Re-development of Elmore Stoutt High School.	Re-development of ESHS based on overall concept design and study of the best use of the land.	Loan	Human & Social Services	Education	Education & Culture	
HS.C.7.	Re-development of Bredago Flax Educational Centre (secondary division).	Re-build of damaged sections of the school.	CDB Loan	Human & Social Services	Education	Education & Culture	
HS.C.8.	Re-development of Bredago Flax Educational Centre (primary division).	Conduct a feasibility study to inform the recommended course of action for the development of BFEC. Develop the recommended course of action.	Private/NGO	Human & Social Services	Education	Education & Culture	
HS.C.9.	Construct new Esllyn Henley Ritchez learning centre	Construction of new, modernized facility, built for purpose to accommodate differently-abled students.	CDB Loan	Human & Social Services	Education	Education & Culture	
HS.C.31.	Administer short skills training courses in the marine and construction industries	Develop and deliver courses to support rebuilding including carpentry, masonry, plumbing etc.	Grant	Human & Social Services	Education	Education & Culture	
HS.D.71.	Expand existing recycling efforts.	Procure balers, shredders and other recycling equipment.	GOVI Budget	Human & Social Services	Waste Management	Health & Social Development	

Appendix III: **Detailed Listing of Recovery and Development Projects, Programmes and Policy Initiatives** continued

Projects, Programmes and Initiatives		Scope	Funding Source	Sector	Sub-Sector	Lead Ministry
ID	Name					
HS.D.70.	Establish Aneгада waste transfer station	Install a new transfer station on Aneгада to eliminate the need for open burning and landfilling on the island. All solid waste will be transferred to Virgin Gorda for treatment. Initial cost includes the cost of constructing building as well as the purchasing of bins and other equipment needed to operate the facility.	Unidentified	Human & Social Services	Waste Management	Health & Social Development
HS.D.68.	Construct a second incinerator unit (retrofitted for WTE) at Pockwood Pond	Installation of new 100 ton per day incinerator at the existing facility in Pockwood Pond and retrofit with a Waste to Energy System. Waste will be converted to electricity which will be introduced to BVIEC's grid.	Unidentified	Human & Social Services	Waste Management	Health & Social Development
HS.D.69.	Establish a WTE incinerator plant on Virgin Gorda	Purchase and install a new incinerator unit with Waste to Energy System on Virgin Gorda to eliminate the need for open burning and reduce pollution. The waste will be converted to electricity which will be used to power the facility while the balance will be transferred to the BVIEC power grid.	Unidentified	Human & Social Services	Waste Management	Health & Social Development
HS.D.64.	Implement the post-Irma Debris Management Plan	Collection, sorting and disposal of hurricane debris. Separate items that can be recycled and have resale value.	Grant	Human & Social Services	Waste Management	Health & Social Development
HS.D.65.	Relocate the Tortola Landfill	Identify, acquire and prepare new landfill site equipped with leachate, methane and other pollution control systems.	Unidentified	Human & Social Services	Waste Management	Health & Social Development
HS.D.66.	Develop and implement a comprehensive recycling programme/strategy and waste management strategy	Extend recycling and waste diversion initiatives to include all sectors on Tortola and the Sister Islands. Waste to be recycled or diverted includes, tires, aluminum cans, glass, steel, iron and plastic. This should include (minimum): strategies for re-use & recycling, contribution of waste sector to the green economy (green jobs), remediation of contaminated land-fills, waste education	Unidentified	Human & Social Services	Waste Management	Health & Social Development
HS.D.67.	Modernise Pockwood Pond Incinerator Plant	Modernise existing incinerator plant at Pockwood Pond	Unidentified	Human & Social Services	Waste Management	Health & Social Development

Appendix III: Detailed Listing of Recovery and Development Projects, Programmes and Policy Initiatives continued

ID	Projects, Programmes and Initiatives		Scope	Funding Source	Sector	Sub-Sector	Lead Ministry
	Name						
HS.E.44.	Provide scholarships for culture related studies	Areas of studies include: humanities, literature, archaeology, visual arts, performing arts, film	GOVI Budget	Human & Social Services	Pride and Culture	Education & Culture	
HS.E.45.	Integrate cultural related subjects into the curriculum at the primary, secondary and tertiary level	Introduce courses that are related to the BVI's culture and heritage throughout the school system	Unidentified	Human & Social Services	Pride and Culture	Education & Culture	
HS.E.40.	Build a structure to house the the central library and territorial archives unit	Possible location - Elmore Stoutt High School grounds	GOVI Budget	Human & Social Services	Pride and Culture	Education & Culture	
HS.E.41.	Rehabilitate Ellis Thomas Downs Race Track.	Repair of grounds and spectator stand	Private/NGO	Human & Social Services	Pride and Culture	Education & Culture	
HS.E.39.	Identify a facility to house a National Museum & Art Gallery.	Possible location - renovated Old Post Office Building	Grant	Human & Social Services	Pride and Culture	Education & Culture	
HS.E.37.	Establish a Cultural Foundation	Support the development of local cultural practitioners including artists, writers, musicians etc. and oversee government related cultural activities	GOVI Budget, Grant	Human & Social Services	Pride and Culture	Education & Culture	
HS.E.38.	Establish a Heritage Trust	Responsible for the preservation and promotion of museums and historical and heritage sites	Grant, Private/NGO	Human & Social Services	Pride and Culture	Education & Culture	
HS.E.35.	Restore museums, historical and heritage sites	Restoration of the 1780 Sugar Works Museum, HM Prison Museum, Old Government House Museum and maritime museum, Fulakner House, Cooper Mine Ruin, St. Phillips's Anglican Church at Kingstown, Ruins at Brewer's Bay, Quaker & Indian Burial Grounds.	GOVI Budget, Grant	Human & Social Services	Pride and Culture	Education & Culture	
HS.E.36.	Develop a Culture Policy and implementation plan	Assess cultural infrastructure (e.g. museums, historic sites and buildings, festivals, creative industries, department of culture etc.) of the Territory and and develop strategy for its improvement.	GOVI Budget	Human & Social Services	Pride and Culture	Education & Culture	
HS.Z.73.	Provide temporary roofing and rapid repairs to enable sheltering within homes	Distribution of tarpaulin and building materials.	Private/NGO	Human & Social Services	Housing	Health & Social Development	
HS.Z.74.	Provide alternative accommodations for displaced population.	Provide access to designated public buildings for temporary housing of displaced individuals and families.	GOVI Budget	Human & Social Services	Housing	Health & Social Development	

Appendix III: **Detailed Listing of Recovery and Development Projects, Programmes and Policy Initiatives** continued

Projects, Programmes and Initiatives		Scope	Funding Source	Sector	Sub-Sector	Lead Ministry
ID	Name					
HS.Z.75.	Provide assistance for home repairs and reconstruction for eligible individuals and households (Housing Recovery Assistance Programme).	Grants, soft loans and social housing benefits for homeowners and landlords based on approved eligibility criteria; delivered in collaboration with the NBVI and FCO.	GOVI Budget, Grant	Human & Social Services	Housing	Health & Social Development
HS.Z.76.	Establish group home for persons requiring supervised accommodation.	Acquisition, furnishing, staffing and operation of residential facility.	Unidentified	Human & Social Services	Housing	Health & Social Development
INF.F.11.	Resurface and reconstruct primary and secondary roads Territory wide	Resurface and reconstruct primary and secondary roads Territory wide, including village and community roads.	GOVI Budget, Loan	Infrastructure	Roads	Communications & Works
INF.F.12.	Reconstruction of Blackburn Highway from Parham Town to Brandywine Bay.	Construction of 3.36 miles of road structure including ancillary components such as drains, sidewalks, traffic calming, sign and striping, and other support structures.	Loan	Infrastructure	Roads	Communications & Works
INF.F.13.	Reconstruction of Blackburn Highway from Fish Bay to Port Purcell roundabout.	Construction of 1.1 miles of road structure including ancillary components such as drains, sidewalks, traffic calming, sign and striping, and other support structures.	CDB Loan, Loan	Infrastructure	Roads	Communications & Works
INF.F.14.	Reconstruction of Ridge Road from Long Swamp Police Station to Spring Ghut.	Construction of 1.44 miles of road structure including ancillary components such as drains, sidewalks, traffic calming, sign and striping, and other support structures.	Loan	Infrastructure	Roads	Communications & Works
INF.F.15.	Reconstruction of Ridge Road from Belle Vue/Fort Hill junction to Chawell/Soldier Hill junction.	Construction of 4.3 miles of road structure including ancillary components such as drains, sidewalks, traffic calming, sign and striping, and other support structures.	Loan	Infrastructure	Roads	Communications & Works
INF.F.16.	Reconstruction of Sir Francis Drakes Highway from Slaney roundabout to the West End Ferry Terminal.	Construction of 8.44 miles of road structure including ancillary components such as drains, sidewalks, traffic calming, sign and striping, and other support structures.	Loan	Infrastructure	Roads	Communications & Works
INF.F.17.	Reconstruction of Cane Garden Bay Road from Soldier Hill to the Wedding.	Construction of road structure including ancillary components such as drains, sidewalks, traffic calming, sign and striping, and other support structures.	Loan	Infrastructure	Roads	Communications & Works
INF.F.18.	Reconstruction of alternate road from Towers to Pockwood Pond.	Construction of road structure including ancillary components such as drains, sidewalks, traffic calming, sign and striping, and other support structures.	Unidentified	Infrastructure	Roads	Communications & Works
INF.F.19.	Reconstruction of road from St. Thomas Bay to the Baths, Virgin Gorda.	Construction of _____ miles of road structure including ancillary components such as drains, sidewalks, traffic calming, sign and striping, and other support structures.	Loan	Infrastructure	Roads	Communications & Works

Appendix III: **Detailed Listing of Recovery and Development Projects, Programmes and Policy Initiatives** continued

Projects, Programmes and Initiatives		Scope	Funding Source	Sector	Sub-Sector	Lead Ministry
ID	Name					
INF.F.20.	Reconstruction of primary roads on JVD.	Construction of ___miles of road structure including ancillary components such as drains, sidewalks, traffic calming, sign and striping, and other support structures.	Loan	Infrastructure	Roads	Communications & Works
INF.F.21.	Reconstruction of primary roads on Anegada.	Construction of ___miles of road structure including ancillary components such as drains, sidewalks, traffic calming, sign and striping, and other support structures.	Loan	Infrastructure	Roads	Communications & Works
INF.F.22.	Rehabilitation and extension of sea defence in Carrot Bay, Little Apple Bay and Cane Garden Bay.	Construction of rock armor and other sea defence structures.	CDB Loan, Loan	Infrastructure	Roads	Communications & Works
INF.F.23.	Installation of retaining structures throughout the Territory.	Construction of retaining walls and other slope stabilization techniques throughout the Territory.	CDB Loan, Loan	Infrastructure	Roads	Communications & Works
INF.F.25.	Develop Road user fees that can help pay for roads and maintenance	Conduct research which will inform new few structure.	Unidentified	Infrastructure	Roads	Communications & Works
INF.F.10.	Perform general clearance of roads and drains	Make roads passable and prepare the drains for heavy rainfall events	CDB Loan	Infrastructure	Roads	Communications & Works
INF.G.73.	Repair Virgin Gorda Administration building	Remedial to works to rehabilitate the Administration Building.	Loan	Infrastructure	Buildings	Communications & Works
INF.G.74.	Repair government-owned satellite offices	Remedial works to the various satellite offices that were damaged	CDB Loan, Loan	Infrastructure	Buildings	Communications & Works
INF.G.75.	Repair the Public Works Department buildings and compound.	Remedial works to the PWD compound	GOVI Budget	Infrastructure	Buildings	Communications & Works
INF.G.76.	Repair the Water and Sewerage Department buildings and compound.	Remedial works to the WSD compound	GOVI Budget	Infrastructure	Buildings	Communications & Works
INF.G.77.	Construct a fit for purpose Public Works Department and compound.	Design and construction of a new building and compound for PWD.	Loan	Infrastructure	Buildings	Communications & Works
INF.G.78.	Transform Water and Sewerage Department into a Statutory Corporation.	Establish proposed legislation.	Loan	Infrastructure	Buildings	Communications & Works
INF.G.71.	Remove all internal content of the Central Administration Complex (CAC).		Unidentified	Infrastructure	Buildings	Communications & Works

Appendix III: **Detailed Listing of Recovery and Development Projects, Programmes and Policy Initiatives** continued

ID	Projects, Programmes and Initiatives		Scope	Funding Source	Sector	Sub-Sector	Lead Ministry
	Name						
INF.G.72.	Restore and redevelop the CAC Building.		Construction of a redesigned interior and exterior including MEP and landscaping works.	Insurance, CDB Loan	Infrastructure	Buildings	Communications & Works
INF.G.81.	Develop and adopt a series of standards, guidelines, policies that would facilitate safer, more resilient and greener construction of physical infrastructure		Research, compile and adopt industry standards for design and construction of physical infrastructure. Outputs include new Building Code, manual on infrastructural standards, guidelines of the temporary repair of buildings, create a register of licensed Architects, engineers etc. develop a classification system for contractors	Grant	Infrastructure	Buildings	Communications & Works
INF.G.82.	Complete the creation of the National Physical Development Plan and its implementation component		Continue work on developing the NPD which will set out the vision for the Territory for land use development including local area planning policies on land use, zoning etc.)	Private/NGO	Infrastructure	Buildings	Premier's Office
INF.H.28.	Rehabilitate Road Town port facilities		Remedial works to the Road Town port facilities.	Parastatal, CDB Loan	Infrastructure	Seaport	Communications & Works
INF.H.29.	Rehabilitate St. Thomas Bay port facilities		Remedial works to the St. Thomas Bay port facilities.	Parastatal	Infrastructure	Seaport	Communications & Works
INF.H.30.	Rehabilitate JVD port facilities (Dog Hole)		Remedial works to the Dog Hole port facilities.	Parastatal	Infrastructure	Seaport	Communications & Works
INF.H.33.	Develop strategic plan to upgrade and modernise passenger and cargo port facilities in the Territory		Develop designs and cost estimates	Unidentified	Infrastructure	Seaport	Communications & Works
INF.H.34.	Redevelopment of the St. Thomas Bay port.		Construction of a new port facility or expansion of the existing facility.	Loan	Infrastructure	Seaport	Communications & Works
INF.H.35.	Redevelop Road Town port		Construction of a new port facility or expansion of the existing facility.	Loan	Infrastructure	Seaport	Communications & Works
INF.H.36.	Redevelop West End port		Construction of a new port facility or expansion of the existing facility.	CDB Loan	Infrastructure	Seaport	Communications & Works

Appendix III: Detailed Listing of Recovery and Development Projects, Programmes and Policy Initiatives continued

ID	Projects, Programmes and Initiatives		Scope	Funding Source	Sector	Sub-Sector	Lead Ministry
	Name						
INF.H.37.	Redevelop Gun Creek port	Construction of a new port facility or expansion of the existing facility.	Loan	Infrastructure	Seaport	Communications & Works	
INF.H.38.	Redevelopment of the JVD (Dog Hole) Port	Construction of a new port facility or expansion of the existing facility.	Loan	Infrastructure	Seaport	Communications & Works	
INF.H.39.	Conduct a feasibility study to assess the viability of developing a trans-shipment port at Port Purcell.		Loan	Infrastructure	Seaport	Communications & Works	
INF.H.40.	Develop designs and cost estimates for development of Port Purcell as a trans-shipment port.		Private/NGO	Infrastructure	Seaport	Communications & Works	
INF.H.41.	Expand Port Purcell to a cargo trans-shipment port.		Unidentified	Infrastructure	Seaport	Communications & Works	
INF.H.42.	Develop Anegada as port of entry that provides immigration and customs clearance services		Unidentified	Infrastructure	Seaport	Natural Resources & Labour	
INF.H.26.	Implement temporary measures to alleviate the cargo pressure at Port Purcell.		Parastatal	Infrastructure	Seaport	Communications & Works	
INF.H.27.	Rehabilitate BVI Port Authority headquarters (Port Purcell), reconfigure to accommodate Customs, including demolition of mangled warehouse	Remedial works to the BVIPA headquarters at Port Purcell.	Parastatal	Infrastructure	Seaport	Communications & Works	
INF.I.48.	Security scanning machines.	Replacement of damaged security scanning machines	Insurance	Infrastructure	Airport	Natural Resources & Labour	
INF.I.49.	Rebuild vehicle fleet for the BVI Airport Authority.	Purchased new vehicles	Insurance	Infrastructure	Airport	Natural Resources & Labour	
INF.I.50.	Reinstall parking lot and general facility lighting.	Replace damaged lighting	Insurance	Infrastructure	Airport	Natural Resources & Labour	
INF.I.51.	Rebuild and expand Administration and Project Office	This includes operations, maintenance, Met Office, etc.	Insurance	Infrastructure	Airport	Natural Resources & Labour	
INF.I.52.	Restore fire halls in Tortola	Total repair of the fire halls including repair of the damaged roof	Insurance	Infrastructure	Airport	Natural Resources & Labour	
INF.I.53.	Construct new fire hall in Anegada		Insurance	Infrastructure	Airport	Natural Resources & Labour	
INF.I.54.	Repair fire trucks for TBL International Airport	Repair existing fire trucks	Insurance	Infrastructure	Airport	Natural Resources & Labour	
INF.I.55.	Replace fire truck and construct a garage at VG Airport		Parastatal, GOVI Budget	Infrastructure	Airport	Natural Resources & Labour	
INF.I.56.	New firefighting vessels for EIS and VG	Purchase rescue and firefighting boats	Parastatal	Infrastructure	Airport	Natural Resources & Labour	

Appendix III: Detailed Listing of Recovery and Development Projects, Programmes and Policy Initiatives continued

Projects, Programmes and Initiatives		Scope	Funding Source	Sector	Sub-Sector	Lead Ministry
ID	Name					
INF.I.57.	Rebuild fire hall at VG	Commission designs, tender etc.	GOVI Budget	Infrastructure	Airport	Natural Resources & Labour
INF.I.58.	Relocate fuel depot at the TBL Airport	Relocate the fuel depot from the area near the ramp to a safer location	Parastatal	Infrastructure	Airport	Natural Resources & Labour
INF.I.59.	Rebuild cargo shed at the TBL Airport	Commission designs, tender etc.	Loan	Infrastructure	Airport	Natural Resources & Labour
INF.I.45.	Upgrade the VG and Aneгада Airports	Build a customs & immigration facility and new terminal building for VG	Parastatal	Infrastructure	Airport	Natural Resources & Labour
INF.I.46.	Perimeter re-fencing of the Airport	Repair the fencing around the TBL International Airport	Parastatal	Infrastructure	Airport	Natural Resources & Labour
INF.I.47.	Reinstall obstruction lights.		Parastatal	Infrastructure	Airport	Natural Resources & Labour
INF.I.43.	Repair damages to the Tortola, VG and Aneгада Airports	Repair roofs terminals along with damaged glass and doors	Insurance	Infrastructure	Airport	Natural Resources & Labour
INF.J.62.	Re-establish a water desalination plant in District 3.		Unidentified	Infrastructure	Water	Communications & Works
INF.J.63.	Upgrade and expand the water supply and distribution network.	Supply and install pumps, conveyance lines, and other appurtenances to allow for a fully functional and resilient water supply and distribution network.	Loan	Infrastructure	Water	Communications & Works
INF.J.64.	Conduct a comprehensive study of wells and springs in the Territory and how the water can be used in homes and businesses		Unidentified	Infrastructure	Water	Communications & Works
INF.J.60.	Remove and salvage components of the water production and distribution network		GOVI Budget	Infrastructure	Water	Communications & Works
INF.J.61.	Re-establish the water supply and distribution network.	Supply and install pumps, conveyance lines, and other appurtenances to allow for a fully functional water supply and distribution network.	GOVI Budget, Loan	Infrastructure	Water	Communications & Works
INF.K.67.	Upgrade sewerage network in Cane Garden Bay including pump stations, manholes, sewer lines and treatment plant.	Supply and install sewer lines, pump stations, and manholes to make a complete sewerage treatment network in Cane Garden Bay. Supply, install and commission the use of the Cane Garden Bay Treatment Plant	CDB Loan, Loan	Infrastructure	Sewerage	Communications & Works
INF.K.68.	Complete the sewerage network in East End/Long Look	Supply and install sewer lines, pump stations, and manholes to make a complete sewerage treatment network in East End/ Long Look. Commission the use of the Paraquita Bay Treatment Plant	CDB Loan, Loan	Infrastructure	Sewerage	Communications & Works

Appendix III: Detailed Listing of Recovery and Development Projects, Programmes and Policy Initiatives continued

ID	Projects, Programmes and Initiatives		Scope	Funding Source	Sector	Sub-Sector	Lead Ministry
	Name						
INF.K.69.	Expand the National Sewerage Programme to various communities throughout the Territory including the sister islands.	Develop and implement a plan to construct sewerage treatment networks in various communities.	Loan	Infrastructure	Sewerage	Communications & Works	
INF.K.70.	Develop a waste water recycling and usage programme for implementation throughout the Territory	Conduct a study on the process of recycling waste water and possible uses	Unidentified	Infrastructure	Sewerage	Communications & Works	
INF.K.65.	Remove and salvage damaged components of the sewerage network.		GOVI Budget	Infrastructure	Sewerage	Communications & Works	
INF.K.66.	Restore the sewerage network in Road Town including pumps, sewer lines, and treatment plant at Burt Point.	Supply and install pump stations and upgrade the sewerage network in the Road Town Zone and commission the use of the treatment plant at Burt Point.	Loan	Infrastructure	Sewerage	Communications & Works	
	Implement the renewable energy strategy		Unidentified	Infrastructure	Electricity	Communications & Works	
	Implement the City Development Plan		Unidentified	Infrastructure	Buildings	Communications & Works	
INF.L.3.	Rehabilitation of office and compound at Long Bush.	Repairs to the office building and compound including strategies to allow for more resilient structures.	Parastatal	Infrastructure	Electricity	Communications & Works	
INF.L.4.	Rehabilitation of office and compound at Pockwood Pond.	Repairs to the office building and compound including strategies to allow for more resilient structures.	Parastatal	Infrastructure	Electricity	Communications & Works	
INF.L.5.	Rehabilitation of office and compound at Virgin Gorda.	Repairs to the office building and compound including strategies to allow for more resilient structures.	Parastatal	Infrastructure	Electricity	Communications & Works	
INF.L.6.	Develop and long term programme to build resilience into the electrical distribution and transmission systems, including transferring lines to underground	Strategic plan outline ways for building resiliency into electricity generation	Parastatal	Infrastructure	Electricity	Communications & Works	
INF.L.7.	Implement electrical transmission and distribution resilience plan.	Transfer of grid underground where permissible construction of substations in specific locations on Tortola and the Sister Islands	Parastatal	Infrastructure	Electricity	Communications & Works	
INF.L.8.	Develop and implement a programme to expand the streetlights network.	Conduct lighting analysis on roads throughout Territory and erect streetlights where ambient lighting is inadequate.	Loan	Infrastructure	Electricity	Communications & Works	

Appendix III: **Detailed Listing of Recovery and Development Projects, Programmes and Policy Initiatives** continued

ID	Projects, Programmes and Initiatives		Scope	Funding Source	Sector	Sub-Sector	Lead Ministry
	Name						
INF.L.9.	Provide electrical power generation plant on Virgin Gorda.	Conducting a feasibility study to determine a location and the viability of independent electrical power generation on Virgin Gorda. Construction of an independent power generation plant on Virgin Gorda.	Loan	Infrastructure	Electricity	Communications & Works	
INF.M.87.	Replace and expand PPEs and radio communication capacity of HMP (ICT).		Grant	Infrastructure	ICT	Education & Culture	
INF.M.88.	Replace and upgrade the security ICT requirements for the Territory	salvage, replace, and expand cameras, transmitting equipment (including towers), and storage.	CDB Loan, Loan	Infrastructure	ICT	Education & Culture	
INF.M.89.	Salvage, repair, replace and expand internal IT infrastructure including hardware, software, and OTRCIS systems for law enforcement		GOVI Budget	Infrastructure	ICT	Education & Culture	
INF.M.79.	Restore and expand ICT infrastructure and network to Government-owned buildings	Supply and install ICT equipment to enhance networking, security, and storage in Government-owned buildings.	Insurance, CDB Loan	Infrastructure	ICT	Finance	
INF.M.80.	Replace damaged telephone services (government) infrastructure	Supply and install telephone services network in Government-owned buildings.	Loan	Infrastructure	ICT	Deputy Governor	
INF.M.85.	Re-equip public primary and secondary school with ICT equipment	Supply and install ICT infrastructure, including - computers, scanners, projectors, smart boards, software, internet connectivity etc.	CDB Loan	Infrastructure	ICT	Education & Culture	
INF.M.86.	Restore and improve IT infrastructure at HLSCC including licences for servers and software.	Salvage existing damaged component; supply and install new components to restore and expand the IT infrastructure including licences, servers, and software.	Parastatal	Infrastructure	ICT	Education & Culture	
INF.S.83.	Reinstalling the Government's Wide Area Network (WAN) – the IT Backbone	provision of network connectivity for all of the government schools, courts, police stations, immigration and all other government offices throughout the territory	CDB Loan	Infrastructure	Telecommunications	Finance	
INF.S.84.	Reinforcement of the National Data Centre with Sufficient Power requirements	protection and reinforcement (water proofing) of the server room	CDB Loan	Infrastructure	Telecommunications	Finance	
NR.T.1.	Replace damage equipment, vehicles and vessels of Ministry of Natural Resources and Labour	purchase of new vehicles and vessels	GOVI Budget	Natural Resources	Environment	Natural Resources & Labour	

Appendix III: **Detailed Listing of Recovery and Development Projects, Programmes and Policy Initiatives** continued

ID	Projects, Programmes and Initiatives Name		Scope	Funding Source	Sector	Sub-Sector	Lead Ministry
NR.T.2.	Assess the number of derelict vessels at marine shelters	Contract a marine surveyor to conduct an assessment of derelict vehicles included the salvage		GOVI Budget	Natural Resources	Environment	Natural Resources & Labour
NR.T.3.	Conduct a comprehensive damage and loss assessment for the environment.	Undertake more indepth assessment of the damage to the environment post Irma and develop an Environmental Restoration Plan		Unidentified	Natural Resources	Environment	Natural Resources & Labour
NR.T.4.	Conduct an Environmental Assessment (marine shelters, beaches, ponds, forests and biodiversity hotspots etc.).			Grant	Natural Resources	Environment	Natural Resources & Labour
NR.T.5.	Remove and dispose of derelict marine vessels	Contract a marine salvager and export derelict marine vessels		GOVI Budget	Natural Resources	Environment	Natural Resources & Labour
NR.T.6.	Clean and restore beaches, and landscape shoreline			GOVI Budget	Natural Resources	Environment	Natural Resources & Labour
NR.T.7.	Replant coastal vegetation	Includes the replanting of seagrape trees and other coastal vegetation		GOVI Budget	Natural Resources	Environment	Natural Resources & Labour
NR.T.8.	National tree planting and landscaping programme			GOVI Budget	Natural Resources	Environment	Natural Resources & Labour
NR.T.9.	Reforestation programme utilizing Royal Botanic Gardens Kew seed bank			Grant	Natural Resources	Environment	Natural Resources & Labour
NR.T.10.	Develop and implement programme to support restoration of wetlands.			GOVI Budget	Natural Resources	Environment	Natural Resources & Labour
NR.T.11.	Replanting and restoring mangroves			Grant	Natural Resources	Environment	Natural Resources & Labour
NR.T.12.	Dredge Sea Cow's Bay marine shelter and install hurricane shelter moorings	Contract the services of a dredging company.		GOVI Budget	Natural Resources	Environment	Natural Resources & Labour
NR.T.13.	Rehabilitation of Paraquita Bay and strenghtening of mooring system	reinstall mooring system etc.		Unidentified	Natural Resources	Environment	Natural Resources & Labour
NR.T.14.	Implement recommendations from DALA on the environment	Recommendations as per ECLAC Report: develop a strategy to manage vessel storage in the event of a Category 5 hurricane; re-design man-made ghuts considering re-consider lining ghuts with concrete and develop Ghut protection legislation and watershed management plans; better land reclamation management; conduct a detailed economic valuation of the ecosystem		Unidentified	Natural Resources	Environment	Natural Resources & Labour
NR.T.15.	Conduct an Economic Valuation of the BVI's Environment	Contract a consultant (University of Amsterdam & Wolf's Institute could be used) to undertake Economic valuation		Unidentified	Natural Resources	Environment	Natural Resources & Labour

Appendix III: **Detailed Listing of Recovery and Development Projects, Programmes and Policy Initiatives** continued

Projects, Programmes and Initiatives		Scope	Funding Source	Sector	Sub-Sector	Lead Ministry
ID	Name					
NR.T.16.	Assess impacts to bio-diversity at selected areas (identified as hot spots).		GOVI Budget	Natural Resources	Environment	Natural Resources & Labour
NR.T.17.	Implement strategy to restore coral nurseries		Grant	Natural Resources	Environment	Natural Resources & Labour
NR.T.18.	Implement strategy to reduce damage to coral reefs such as sediment, anchor damage, sewerage	Continue ongoing efforts to reduce current stressors on coral reefs (sedimentation, anchor damage, sewage pollution etc.)	GOVI Budget	Natural Resources	Environment	Natural Resources & Labour
NR.T.19.	Monitor recovery of bio-diversity assets within hotspots.		Grant	Natural Resources	Environment	Natural Resources & Labour
NR.T.23.	Restoration of national parks	debris removal, trail renovation etc.	GOVI Budget	Natural Resources	Environment	Natural Resources & Labour
NR.T.24.	Re-establish NPT infrastructure (anchorage).		GOVI Budget	Natural Resources	Environment	Natural Resources & Labour
NR.T.25.	Rehabilitate the Botanic Gardens	repairs to buildings and facilities damaged by the disasters	Grant	Natural Resources	Environment	Natural Resources & Labour
NR.T.26.	Develop/construct new Botanic Gardens. Establish headquarters and other facilities	develop designs and costs for new facilities at the botanical gardens	Grant	Natural Resources	Environment	Natural Resources & Labour
NR.T.27.	Repair visitor centres and concessions Territory wide	Reconstruction of Sandbox, Prickly Pear, Poor Man's Bar, The Baths, Visitor Centres at Copper Mine, Sage Mountain and the Baths, including Restrooms, and Lockers, Marine Warden outposts at the Baths, Shark Bay's entrance and facilities including the parking space, access entrance road into Sage Mountain	GOVI Budget	Natural Resources	Environment	Natural Resources & Labour
NR.T.28.	Rehabilitate Copper Mine Point ruins	restoration of facilities at the cooper mine	Grant	Natural Resources	Environment	Natural Resources & Labour
NR.T.29.	Restore the NPT Office	Clean existing structure and determine new interior layout to support NPT administrative operations.	GOVI Budget	Natural Resources	Environment	Natural Resources & Labour
NR.T.30.	Merge Land registry and Survey Departments		Unidentified	Natural Resources	Environment	Natural Resources & Labour
NR.T.31.	Resource and restore Land and Survey Departments with equipment and supplies to support full functionality.	LiDAR drones, including the training and workflows, vessels, side scan sonar and other related bathymetric, land surveying and monitoring equipment.	GOVI Budget	Natural Resources	Environment	Natural Resources & Labour

Appendix III: Detailed Listing of Recovery and Development Projects, Programmes and Policy Initiatives continued

Projects, Programmes and Initiatives		Scope	Funding Source	Sector	Sub-Sector	Lead Ministry
ID	Name					
NR.T.32.	Digitisation of land registry records		GOVI Budget	Natural Resources	Environment	Natural Resources & Labour
NR.T.33.	Implement National Spatial Data Infrastructure		GOVI Budget	Natural Resources	Environment	Natural Resources & Labour
NR.T.34.	Establish Mean Sea Level (MSL) and capture bathymetry and water imaging.		GOVI Budget	Natural Resources	Environment	Natural Resources & Labour
NR.T.35.	Establish LiDAR and aerial capacity.	Identify training and tools required to increase Government's capacity for LiDAR and aerial imaging.	GOVI Budget	Natural Resources	Environment	Natural Resources & Labour
NR.T.22.	Assess parks for Health & Safety and Business Continuity Management inclusive of testing and implementation, as part of environmental assessment.		GOVI Budget	Natural Resources	Environment	Natural Resources & Labour
NR.T.36.	Introduce community based programmes based on sustainable development/planning, climate change, recycling	Recommended project by Green VI. See proposal.	Private/NGO	Natural Resources	Environment	Education & Culture
NR.U.20.	Update Climate Change Policy to include Performance Management Framework measurements.	Creation of a performance management framework measurements	Unidentified	Natural Resources	Climate	Natural Resources & Labour
NR.V.21.	Implement Virgin Islands Energy Policy (2016)	Establish the legislative, policy and enabling environment for implementing the 2016 Energy Policy	GOVI Budget	Natural Resources	Renewable Energy	Communications & Works

