



GOVERNMENT OF THE
VIRGIN ISLANDS
Ministry of Tourism, Culture
and Sustainable Development

2025-2027 MEDIUM TERM DEVELOPMENT STRATEGY

BUDGET DAY:
11th November, 2024

THEME:
Building a Sustainable Nation
Laying the Blocks of Success

Contents

Introduction	1
A planning framework for sustainability and national fiscal alignment	1
Medium Term Development Strategy (MTDS) in 2025	2
Ministry Priorities by National Goals and Outcomes.....	5
Development Spending by National Goal and Outcomes	6
National Goal 1 Health and Wellness: The Virgin Islands Emphasises Healthy Living for Fulfilling Lives.....	8
National Outcome 1 – A Healthy Population.....	11
National Outcome 2 – Adaptive and Shock Responsive Social Protection System	13
National Goal 2: Education and Learning: The Virgin Islands Facilitates Empowerment through Innovation Creative and Vibrant Learning.....	16
National Outcome 3: An Educated and Highly Skilled Population.....	19
National Goal 3: Economy – The Virgin Islands has a prosperous, Vibrant, Thriving and Internationally Competitive Economy.....	23
National Outcome 4. An Enabling Business Environment	26
National Outcome 5. An Enabling Business Environment	28
National Outcome 6. Diversified Economy and Globally Competitive Industries	29
National Outcome 7. Green and Blue Economy	30
National Outcome 8. Smart Nation / Digital Economy	33
National Goal 4: Infrastructure: The Virgin Islands Emphasises Resilience Building and Access to Sustainable Services.....	36
National Outcome 9. Sustainable Energy and Water	39
National Outcome 10. Communication Technology.....	42
National Outcome 11. Transportation and Logistics	44
National Goal 5. Good Governance and Leadership: The Virgin Islands Embraces Good Governance, Accountable Government and Citizen Participation	49
National Outcome 12. Peace, Justice for All Safety and Security	53
National Outcome 13. Efficiency and Effectiveness of Government.....	57
National Outcome 14 - Constitutional Advancement.....	61
National Goal 6: Environment: The Virgin Islands Embraces Environmental Sustainability for Sustainable Islands’ Development.	63
National Outcome 16. Environmental Sustainability.....	66
National Outcome 17. Hazard Risk Reduction and Adaptation to Climate Change	69

Introduction

The Medium-Term Development Strategy (MTDS) is the three-year growth and development framework for the Government of the Virgin Islands. The MTDS, now a stand-alone document outside of the Medium-Term Fiscal Plan in 2025, is the Government of the Virgin Islands' (GoVI) implementing tool for the National Sustainable Development Plan. The Premier, Honourable Dr. Natalio Wheatley, in his 2025 Budget Address described the new approach to the formulation of the MTDS. He stated the following:

Let me briefly explain how we use the NSDP. We begin by creating a Medium-Term Development Strategy (MTDS), which acts as a comprehensive implementation tool for the NSDP. It outlines the strategic capital projects and development expenditures that are critical to achieving the six national goals and 17 associated national outcomes of the NSDP. This alignment between the NSDP and the MTDS ensures that Government expenditure not only supports immediate fiscal sustainability, but also fosters long-term development in harmony with our national aspirations.

The MTDS aims to align the execution of the budget through the lens of national development over a three-year budget cycle.

A planning framework for sustainability and national fiscal alignment

The framework for sustainability continues to evolve, becoming more inclusive of the VI's governance structure. In the previous iteration of this plan, there was the introduction of the National Sustainable Development Plan (NSDP) and linkages of the governance framework to the six (6) National Development Goals and seventeen (17) National Outcomes.

OUR GOALS, OUTCOMES AND ALIGNMENT WITH THE SUSTAINABLE DEVELOPMENT GOALS (SDGs)

National Goals	National Outcomes	Alignment with the SDGs
Goal 1: Health and Wellness: The Virgin Islands Emphasises Healthy Living for Fulfilling Lives	<ul style="list-style-type: none"> National Outcome #1 - A Healthy Population National Outcome #2 - Adaptive and Shock Responsive Social Protection Systems 	
Goal 2: Education and Learning: The Virgin Islands Facilitates Empowerment through Innovation Creative and Vibrant Learning	<ul style="list-style-type: none"> National Outcome #3 - An Educated and Highly Skilled Population 	
Goal 3: Economy: The Virgin Islands has a Prosperous, Vibrant, Thriving and Internationally - Competitive Economy	<ul style="list-style-type: none"> National Outcome #4 – Fiscal Strength and Sustainability National Outcome #5 – An Enabling Business Environment National Outcome #6 – Diversified Economy and Globally Competitive Industries National Outcome #7 – Green and Blue Economy National Outcome #8 – Smart Nation/Digital Economy 	
Goal 4: Infrastructure: The Virgin Islands Emphasises Resilience Building and Access to Sustainable Services	<ul style="list-style-type: none"> National Outcome #9 – Sustainable Energy and Water National Outcome #10 – Communication Technology National Outcome #11 – Transportation and Logistics 	
Goal 5: Good Governance and Leadership: The Virgin Islands Embraces Good Governance, Accountable Government and Citizen Participation	<ul style="list-style-type: none"> National Outcome #12 – Peace, Justice for All Safety and Security National Outcome #13 – Efficiency and Effectiveness of Government National Outcome #14 – Constitutional Advancement National Outcome #15 – Strengthened Foreign Relations 	
Goal 6: The Virgin Islands Embraces Environmental Sustainability for Sustainable Islands' Development	<ul style="list-style-type: none"> National Outcome #16 – Environmental Sustainability National Outcome #17 – Hazard Risk Reduction and Adaptation to Climate Change 	

Figure 1: Linkages between the United Nations Sustainable Development Goals and the National Goals and National Outcomes of the National Sustainable Development Plan 2036.

Figure 1 above displays the NSDP Goals, Outcomes and links to the UN Sustainable Development Goals. The table highlights the many to many relationships between the 17 National Outcomes and the 17 Sustainable Development Goals. Therefore, while there will be direct linkages of policies and projects to specific development areas, it must also be understood that there may be secondary and multiple subsequent effects. The relationships are significant because the National Goals and Outcomes are connected to the UN Sustainable Development Goals.

Medium Term Development Strategy (MTDS) in 2025

The National Sustainable Development Plan represents the long-term vision and the anticipated national outcomes for a better Virgin Islands, while the Medium-Term Development Strategy translates the long-term framework into how the planned priorities, policies and projects are intended to make a significant and tangible positive impact on the territory and people of the Virgin Islands over a three-year period.

The 2025 Medium Term Development Strategy (MTDS) marks a significant evolution from previous versions, reflecting a more comprehensive and integrated approach to medium-term planning. Previously incorporated under the Medium-Term Fiscal Plan within a section titled Recovery and Development, the MTDS now stands alone as an independent strategic framework. This separation emphasizes the importance of strategic planning in its own right, allowing for a more focused approach to achieving the National Sustainable Development Plan (NSDP) goals. Unlike earlier iterations that exclusively addressed capital expenditure aggregated by National Outcome, this version encompasses medium-term planning on both capital and recurrent sides. The process of defining Ministerial Strategic Priorities during budget preparation stages has been refined to enhance alignment with broader developmental goals. These priorities are now explicitly translated into the MTDS, providing greater clarity on how government initiatives deliver public goods and services that support the NSDP.

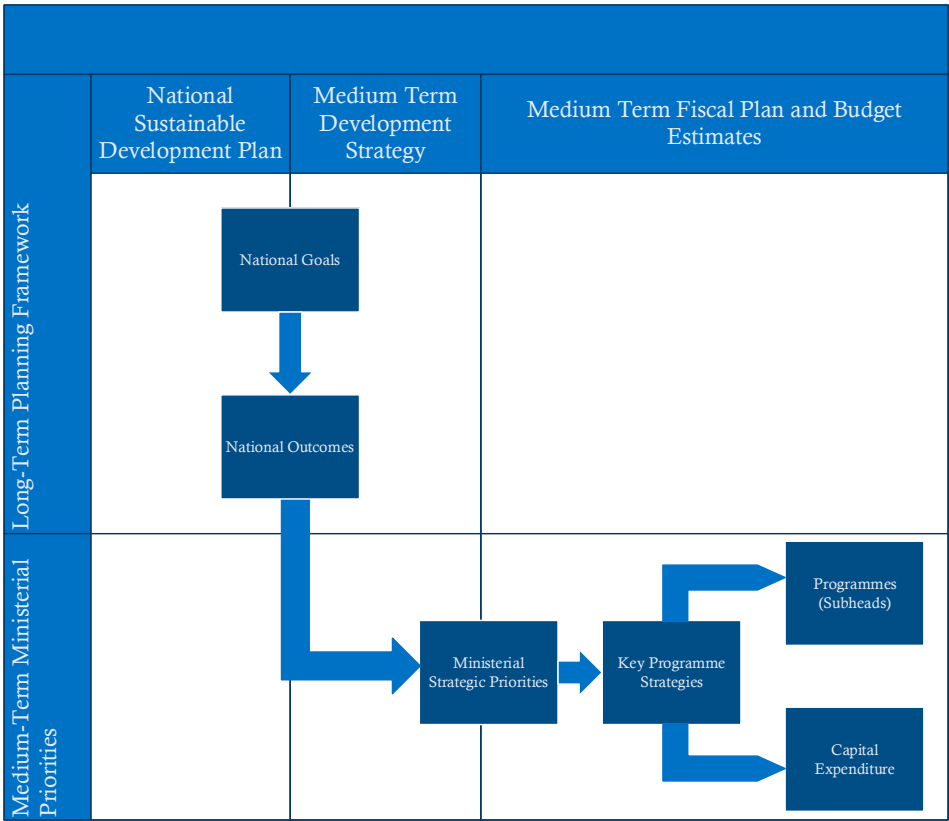


Figure 2: The National Goals and National Outcomes that form part of the long-term vision under the NSDP are translated into medium-term (three-year) priorities. Ministerial priorities are further detailed along the Key Programme Strategies which are funded through existing on new programmes or capital expenditure in the budget.

This holistic approach provides a clearer picture of how government resources are allocated and managed over the medium term, contributing to a more robust understanding of fiscal policy, service delivery, the linkages between government expenditure, strategic goals, and the impact on national development. The National Goals, National Outcomes and National Strategies have been internalised by Ministries to formulate their Ministerial Strategic Priorities. Those priorities have been further translated into Key Programme Strategies which are the deliverables receiving financing under the national budget (Figure 2 above).

The 2025 MTDS demonstrates Government's commitment to ensuring that our planning efforts are aligned to regional and global efforts towards achieving the Sustainable Development Goals and creating a progressive, stable, environmentally aware and socially inclusive world for all.

Ministry Priorities by National Goals and Outcomes

The budget process requires that all ministries submit their priorities for the upcoming cycle. With each priority there is an explicit link to one of the 17 national outcomes and at a higher level, the National Goals. The figure 3 below shows the result of the priorities as submitted by the ministries linked to the national goals according to the NSDP. As shown, the National Goal with the highest frequency of priorities is National Goal 5, Good Governance displaying the Government's commitment to increasing standards for transparency and regulations. The next leading National Goal 2, Education and Learning followed by National Goal 3, Economy.

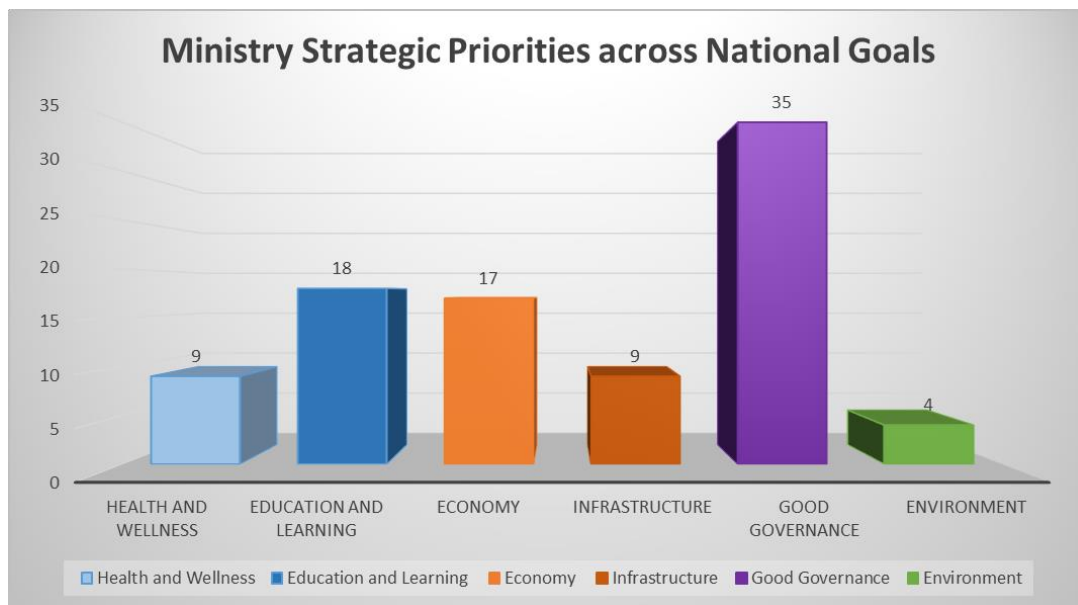


Figure 3: Ministry Priorities distribution by NSDP National Goals

To further break it down to the level of national outcomes, Figure 3 displays the Ministry Strategic Priorities respective to the 17 national outcomes.

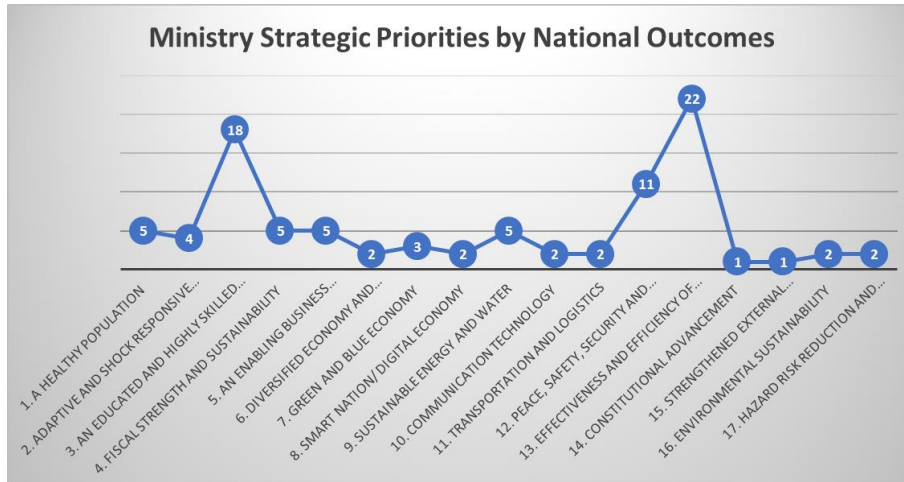


Figure 4: Number of Strategic Priorities by National Outcome

Development Spending by National Goal and Outcomes

Figure 4 shows the relative distribution of the capital and development expenditure according to the Six National Goals. The top three priority areas being Goal 4 (Infrastructure), Goal 5 (Good Governance) and Goal 2 (Education and Learning) accounting for 58.0%, 17.1% and 9.1% respectively.

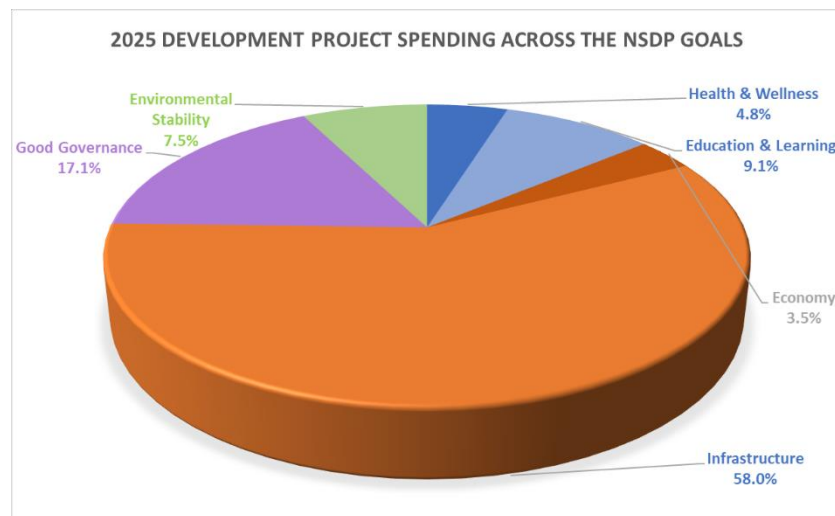


Figure 5. Project Expenditure Across the NSDP National Goals

Figure 5 above shows the expenditure categorized by the 17 National Outcomes. For this budget cycle, the outcomes receiving the highest allocations are National Outcomes #11, #13 and #9. These three areas account for 69.1% of the capital spending. The second tier of National outcome allocations are

National outcomes #3, #1 and #17 contributing a further 18.5%. Together these six national outcomes represent \$45.22M of 87.5% of the capital and development spending. These area reflect the significant portion of the areas in which the Government spending is focused.

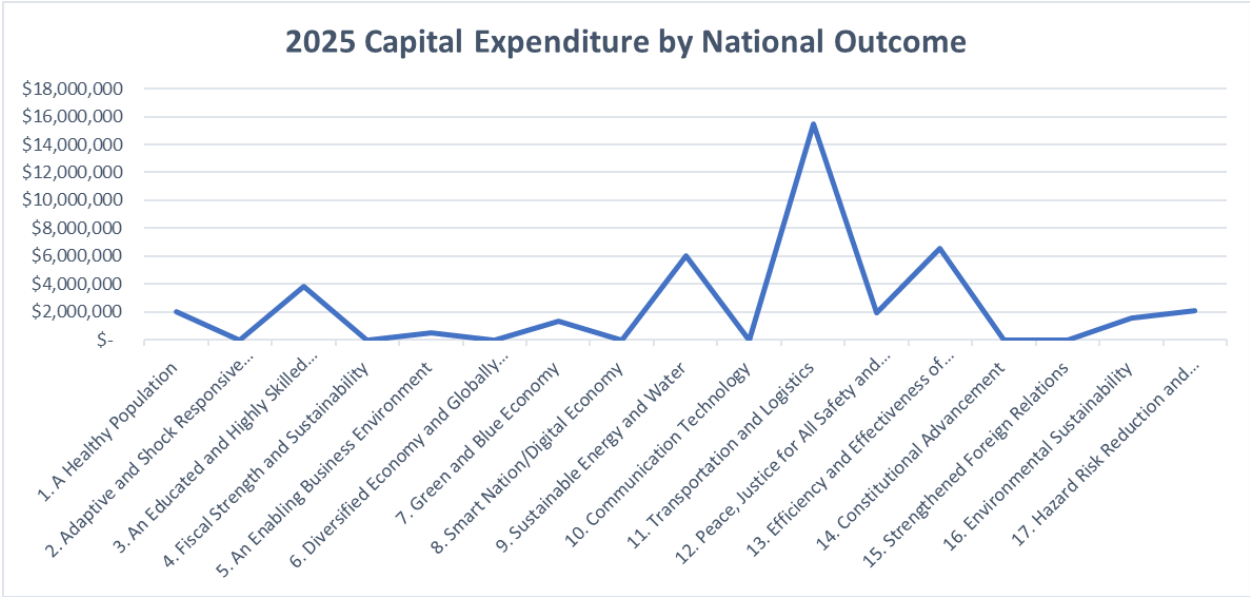


Figure 6: Capital and Development Spending by National Outcome

In the continuing sections below, more detail will be brought forward in the alignment of these policies plans to the framework of the NSDP. This Medium-Term Development Strategy highlights how monies allocated to various ministries work together to create tangible benefits in similar areas of development. In this topic of development planning, it is a challenge to isolate the benefits of development expenditure to one area of growth or improvement. There is an interdependence where positive, or negative, results in one area can have cascading effects on other areas of development. This, however, will just provide some insight as to the expected direct impact of our priorities project expenditures.

National Goal 1 Health and Wellness: The Virgin Islands Emphasises Healthy Living for Fulfilling Lives.

Goal 1 of the Virgin Islands' National Sustainable Development Plan seeks to foster a healthier population and a more robust social protection system. It addresses health improvement, responsive social protection, environmental health, family support, physical wellness, sports, and gender equality. This goal aims to build on past health gains and reduce illness rates further by advancing health infrastructure, increasing life expectancy, and creating a world-class health system supported by a skilled workforce.

National Outcomes

There are two national outcomes that make contribute to our health and wellness.

Outcome 1: A Healthy Population – Strengthening primary healthcare and implementing new health strategies to ensure a healthier, longer-living population.

Outcome 2: Adaptive and Shock-Responsive Social Protection System – Creating a resilient social protection system to withstand natural hazards, economic disruptions, and health crises.

Key Areas of Focus

Healthcare Improvement

The Virgin Islands have achieved commendable health metrics with low mortality rates and high life expectancy, largely due to a focus on primary healthcare. Moving forward, investments will focus on enhancing health infrastructure, developing a workforce capable of delivering high-quality care, and establishing a comprehensive health information system for informed decision-making and performance monitoring.

Environmental Health

This goal also emphasizes the importance of a healthy natural environment to human health. It recognizes links between environmental degradation and both communicable and non-communicable diseases, including mental health challenges.

Support for Strong Families

Recognizing that strong family foundations are essential for well-being, this goal promotes parental support programs to foster core values and emotional resilience in children. The initiative aims to reduce future risks of mental health and learning disorders.

Physical Wellness and Sports

Physical health and fitness are critical for reducing new and emerging diseases. Goal 1 seeks to ensure that all Islanders have access to nutritious diets and opportunities for physical activity. The Virgin Islands will also further invest in sports infrastructure, leadership, and mentorship programs to support wellness and maintain competitive standards in international sports.

Resilient Social Protection

In response to challenges such as the 2017 hurricanes and the COVID-19 pandemic, Goal 1 emphasizes creating a flexible social protection system designed to support the population during crises. A new policy will be developed to extend social safety nets, taking into account vulnerabilities due to natural disasters, economic upheavals, and health emergencies.

Gender Equality and Women's Empowerment

Goal 1 recognizes gender equality as essential for inclusive development. The country will prioritize updating the National Policy on Gender Equality, focusing on economic, social, and political empowerment of women, and eliminating all forms of gender-based violence.

Sustainable Housing Solutions

Access to secure, efficient, and climate-resilient housing is a priority. The strategy includes improving housing standards to withstand climate change impacts, upgrading informal settlements, and ensuring affordability for vulnerable populations by 2040.

Goal 1 represents a holistic approach to health and wellness, addressing not only physical health but also the socio-economic and environmental factors that contribute to a fulfilling and resilient society. This multi-faceted approach ensures the Virgin Islands will have a strong foundation for sustainable growth and well-being across generations.

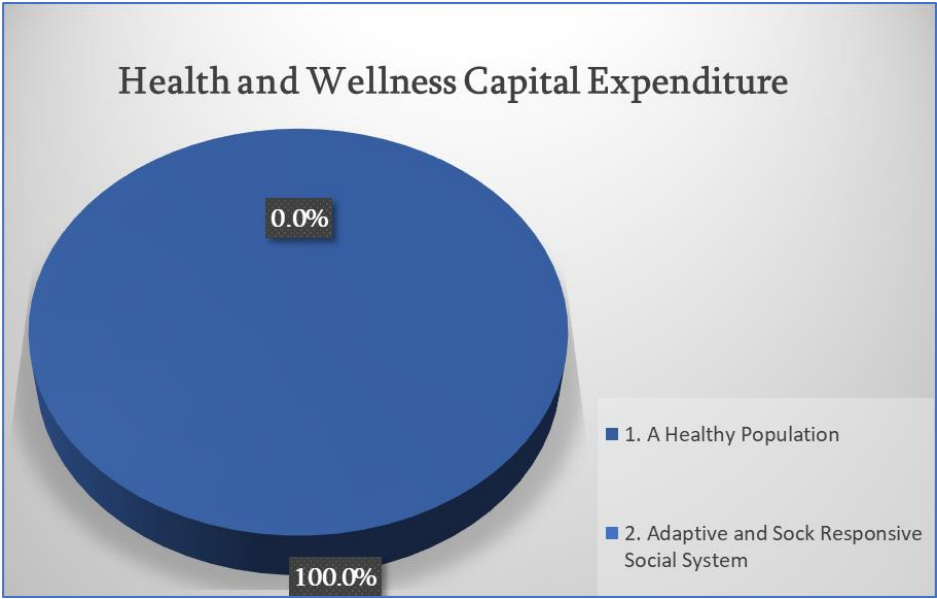


Figure 7: Distribution of Capital Projects expenditure affecting Social Result Areas

Figure 7 above shows the spread of capital expenditure in National Goal 1.

National Outcome 1 – A Healthy Population

The focus of National Outcome 1 is to ensure that the population of the Virgin Islands enjoys a high standard of health and well-being. This outcome emphasizes investments in healthcare infrastructure, promotion of healthy lifestyles, environmental health initiatives, and equal access to quality healthcare services. The goal is to build a robust, climate-resilient health system capable of addressing current and emerging health challenges while fostering a healthier community.

National Strategies

Achieving a healthy population requires a strategic approach to healthcare investment, infrastructure upgrades, and lifestyle changes. To start, the Virgin Islands will ensure sufficient funding and investment in inclusive healthcare, making health services affordable and accessible for all residents. Upgrading health infrastructure on all four main islands is a priority, enhancing resilience and improving the quality-of-service delivery across the territory. Alongside these structural upgrades, there is a strong push to promote healthy lifestyles by encouraging balanced diets, regular physical activity, and other wellness practices to reduce the incidence of lifestyle-related diseases. Reducing the disease burden, especially for non-communicable and mental health conditions, is another key strategy, supported by preventive measures and enhanced treatment options.

Ensuring equitable access to high-quality healthcare is central to this outcome. This involves improving service standards and expanding reach so that vulnerable populations, including the elderly and those with disabilities, receive the necessary care. In addition, enhancing health information systems, initially installed in 2018, will improve monitoring, evaluation, and integration of health and social services, supporting data-driven decision-making within the health sector. Recognizing the link between human health and the environment, educational initiatives and new legislation will address environmental factors impacting health. The Virgin Islands also aims to build a climate-resilient health system to ensure healthcare services remain available during adverse events. Finally, expanding training opportunities for nurses and healthcare professionals will provide them with the skills needed to deliver high-quality care in line with the evolving needs of the population.

Ministry Priorities linked to A Healthy Population

The **Ministry of Environment, Natural Resources, and Climate Change** contributes to this outcome by promoting the consumption of safe, nutritious, and affordable locally produced food. This is achieved through educational campaigns that increase awareness among farmers, fishers, and the general public on sustainable food production, thus reducing health risks associated with poor nutrition and supporting overall health.

The **Ministry of Health and Social Development** plays a pivotal role in enhancing environmental health initiatives across the Virgin Islands. These initiatives include comprehensive food safety training, vector control programs, and improvements in indoor air quality testing. Additionally, the Ministry is expanding support for vulnerable populations through services offered at the Safe Haven Transitional Centre, which provides essentials such as a soup kitchen, housing advocacy, and vocational training to promote independence and stability. The Ministry is also committed to repairing and upgrading healthcare facilities to ensure they are accessible and resilient to climate impacts. Legislative reforms supported by the Ministry, including the Sexual Offences Project, Social Protection Act, and the adaptation of the Model Children (Care and Adoption) Bill, are expected to strengthen the healthcare and social protection framework, advancing health and well-being for all residents.

Capital Expenditures



Figure 8: Capital Project Spending impacting National Outcome 1

As shown in figure 8 above, several capital projects are underway to support the goal of a healthier population. A major investment in the D. Orlando Smith Hospital Improvement Plan allocates \$1,000,000 toward enhancing hospital facilities, aiming to improve the quality and accessibility of healthcare services for the community. This investment is also necessary to maintain accreditation of the institution. On the island of Virgin Gorda, there is the allocation of \$500,000 to the improvement of the Iris O’Neal Clinic. Further support for community health comes from investments in local infrastructure, with a combined \$498,400 designated for the Brewer’s Bay Community Centre and the EELL Community Centre. These centres will serve as vital hubs for health and wellness programs, fostering community engagement and preventive health initiatives.

In addition to healthcare and community infrastructure, environmental health is also addressed through the Renovation to the Incinerator Dumpsite project, with a budget of \$500,000. This renovation will improve waste management practices and reduce pollution, directly benefiting the community's health and contributing to a cleaner, safer environment for all residents.

National Outcome 2 – Adaptive and Shock Responsive Social Protection System

National Outcome 2 seeks to build a social protection system that is both adaptive and resilient, capable of supporting vulnerable populations, reducing poverty, and responding effectively to shocks such as natural disasters, economic crises, and public health emergencies. This outcome is grounded in the belief that a strong social safety net is crucial to sustainable development, human dignity, and breaking cycles of poverty. Through legislative reforms, infrastructure improvements, and targeted programs, the Virgin Islands aims to create a robust framework that protects the well-being of all residents.

National Strategies

Achieving a responsive social protection system requires a comprehensive approach that addresses both immediate and long-term needs.

Eliminate poverty and vulnerability by implementing measures that provide economic stability and reduce exposure to risks.

Design and development of a policy and legislative framework for social protection that specifically incorporates a shock-responsive component, ensuring that the social protection system can adapt to various crises.

Social protection policy will establish guidelines and mechanisms for delivering assistance to those in need, laying the foundation for a resilient safety net that promotes sustainable livelihoods and economic stability.

Fostering inclusive social development by creating pathways for marginalized communities to access social services and economic opportunities, recognizing the importance of inclusivity, in our Virgin Islands.

Creating vibrant and economically viable rural communities, helping to ensure that all regions of the Virgin Islands thrive and contribute to the national economy. To further support community resilience, the strategy emphasizes

Advancing sustainable livelihoods, promoting economic activities that support long-term well-being and reduce dependency on social assistance.

Ensuring adequate shelter, housing, and social infrastructure for all, addressing both the immediate housing needs of vulnerable populations and the development of sustainable housing solutions across the islands.

Ministries Priorities linked to Adaptive and Shock Responsive Social Protection System

The Ministry of Health and Social Development (MHSD) plays a critical role in advancing this outcome through several key initiatives. One of its major priorities is the construction of new social homes and a Social Home Complex, which will provide safe, resilient, and accessible housing for vulnerable

populations, including those with disabilities, the elderly, and low-income families. Additionally, the MHSD plans to establish a Social Assistance Division dedicated to improving the efficiency and coordination of public assistance services, ensuring that resources are allocated swiftly and effectively to those in need.

To support community well-being, the Ministry is committed to repairing and upgrading community centres to create accessible and resilient spaces for social services. These centres will serve as hubs for various social programs, educational workshops, and support services, helping to foster a stronger, more connected community. The MHSD is also focused on addressing chronic homelessness and providing support for children and juveniles in conflict with the law by securing dedicated social spaces. These facilities will offer safe, supportive environments that address the needs of vulnerable groups, contributing to both social stability and personal development.

National Goal 2: Education and Learning: The Virgin Islands Facilitates Empowerment through Innovation Creative and Vibrant Learning

Goal 2 of the Virgin Islands' National Sustainable Development Plan focuses on cultivating a highly educated and skilled population capable of driving development and innovation across the islands. This goal highlights the critical role of inclusive, modernized education and training sectors that empower all individuals to contribute meaningfully to the economy. A key objective is to provide equitable educational opportunities that are accessible to everyone, including individuals with disabilities, ensuring that no one is left behind in the pursuit of knowledge and skills.

National Outcome #3: An Educated and Highly Skilled Population

This outcome aims to equip the Virgin Islands with a workforce that is capable, diverse, and prepared for the demands of a rapidly changing global environment. Emphasis is placed on both foundational education and advanced training to meet the needs of the workforce of the 21st century.

Key Areas of Focus

Inclusive and Accessible Educational Infrastructure

The Virgin Islands is committed to ensuring that educational facilities are designed or retrofitted to meet the needs of all students, including those with disabilities. By modernizing infrastructure, the education sector will be better equipped to support learners in achieving their full potential within safe and inclusive environments.

Quality Teaching and Learning Standards

Recognizing the pivotal role of educators, Goal 2 prioritizes the recruitment, training, and professional development of quality teachers and learning administrators. By adopting best practices in teaching methodologies, educators will play a central role in developing a skilled and professional workforce that can contribute effectively to national development.

Integration of Science, Technology, and Innovation

The goal emphasizes lifelong learning and strategic investments in science, technology, and innovation, along with Information and Communication Technologies (ICT). Ensuring that students from early childhood to secondary education benefit from STEAM (Science, Technology, Engineering, Arts, and Mathematics) curricula will prepare them for future challenges. Access to modern ICT tools for students, teachers, and administrators will support a technology-enabled society, driving the creation of a knowledge-based economy and enhancing BVI's global competitiveness.

Alignment with Labour Market Needs and Entrepreneurship

In pursuit of economic alignment, this goal calls for collaboration with the private sector and the development of public-private partnerships in education and training. This approach aims to align educational outcomes with Labour market demands, ensuring that graduates have relevant skills necessary to be successful at home or abroad. Additionally, fostering education in entrepreneurship will equip students to create new opportunities and contribute to the local economy.

Preservation of Culture, Identity, and Heritage

Recognizing the unique culture, identity, and heritage of the Virgin Islands, this goal aims to preserve and celebrate these aspects through education. The development of the "orange economy" (focused on cultural and creative industries) will enable the Virgin Islands to transform its cultural heritage into creative entrepreneurship. This sector will create opportunities, especially for women, youth, and micro, small, and medium-sized enterprises (MSMEs), while also preserving cultural heritage.

Investment in Cultural and Creative Industries

The Virgin Islands will invest in cultural and creative industries as part of this goal, seeing them as essential not only for preserving the islands' unique identity but also as a new growth sector. Sports and other cultural activities are also identified as key areas of investment to further the development prospects of the islands and enhance social cohesion.

National Outcome 3: An Educated and Highly Skilled Population

National Outcome 3 aims to develop a highly educated and skilled population in the Virgin Islands, capable of contributing to a knowledge-based economy that supports national competitiveness. This outcome recognizes the importance of lifelong learning, inclusiveness, and alignment with the Labour market's needs. Emphasis is placed on fostering critical thinking, creativity, and real-world application through a robust educational system, including both traditional academic paths and technical and vocational training.

National Strategies

- *Review Curricula* to advance a knowledge-based economy and drive competitiveness.
- *Provide Educational Opportunities for All* with a focus on lifelong learning and inclusiveness.
- *Focus on Early Childhood Education* to lay the foundation for lifelong learning.
- *Invest in Education Infrastructure* and facilities to meet the needs of 21st-century learners.
- *Advance STEAM Education* from early childhood to secondary education.
- *Increase Investment in Science, Technology, and Innovation (STI)* to foster a technology-enabled society.
- *Align Education and Training* with the needs of the labor market to ensure relevancy.
- *Foster Entrepreneurship* to support economic diversification and innovation.
- *Strengthen Labor Market Integration Pathways* to bridge the gap between education and employment.
- *Provide World-Class Training Opportunities* to enhance skills development and workforce readiness.

Ministries and Priorities Contributing to an educated and highly skilled population

The area of Education and Highly Skilled population, it is important to know that priorities are not just the subject of the ministry of education. Education and skills development can be seen in other ministries such as the Premiers Office. Charged to implement the recommendations of the Commission

of Inquiry to effect change and create new policies that will transform the Public Service contributing to greater transparency, sustainability, and accountability.

Across the Ministry of Education, Youth Affairs and Sports, there are about 15 priorities that will aid in our development and enhancement. Firstly, looking at teachers, it is important to make sure that the teachers and leadership of our institutions are well equipped to nurture the future of our Virgin Islands. This Ministry holds firmly to improve the quality and accountability of leadership and management in the delivery of educational services. The Ministry of Education intends to improve pedagogical processes by ensuring teachers have appropriate qualifications for the grades and subjects they are teaching. It is vital that our teachers are ably qualified and right fully assigned to nurture our young minds. Equally important is the learning environment in which the students are spending the majority of their time. There are a number of schools that are going to benefit from some physical improvement through infrastructural improvements at the institutions.

The care of students from early childhood development to Primary and following through Tertiary is under the remit of our ministry of education. As such, the ministry intends to expand access to quality Early Childhood development services, enhance the educational curriculum to develop a more comprehensive curriculum that fosters critical thinking, creativity and real-world application. This strategy should lead to an increase in secondary graduation and CXC CSEC pass rate and lay the necessary foundation for tertiary and continuing education.

To provide support to our students across the territory through our Library services. Starting on Tortola they will commence a bookmobile service to the public and private schools by the end of 2025. For the islands of Virgin Gorda and Anegada, there will be coordinated outreach efforts to ensure our sister islands are engaged at least twice per month for library services. The services of the library are not intended to only be physical but also embrace digital options as well. This will be done through the library's website that will integrate various digital platforms in one virtual space. There is also the initiative to promote the Public Library's eBook Collections platform by engaging with the public and private schools during the year 2025.

Recognizing that our culture must be supported by educational efforts, MEC will provide a range of high quality educational and cultural information for research, learning and recreation. There will also be efforts to scan the local cultural and historical documents to increase the contents of the local digital collection.

Outside of school the Ministry of education maintains that they will provide opportunities for all learners in technical and Vocational education and training. Also, to support the development of young people wholistically and promote participation in physical activity.

The Ministry of Tourism Culture and Sustainable Development plans to support by facilitating the policy dialogue and implementation of the National Cultural Policy towards preserving Virgin Islands' cultural heritage whilst growing related industries and economic opportunities and ensuring the conservation of archival records by December 2025.

Capital Expenditures

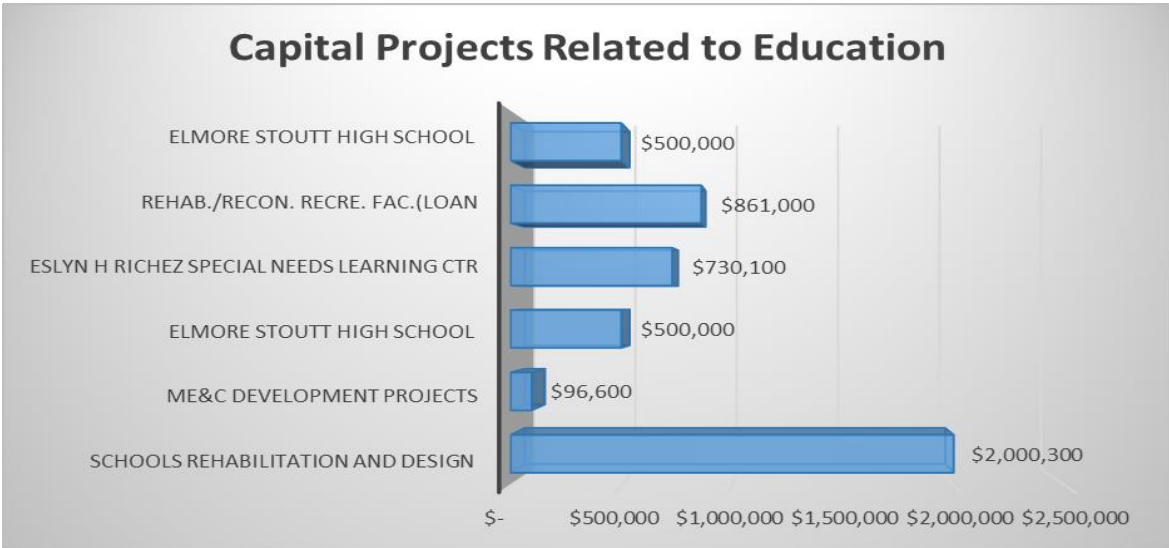


Figure 9 Capital projects impacting NSDP National Outcome 3

As shown in figure 9 above, the Elmore Stout High School receives allocations to the value of \$1,000,000. This is to incorporate smart and safe school standards for the enhancement of learn, and at the same time continuing to provide a healthy learning environment for faculty and students. The

Eslyn H. Richez Special Needs Learning Centre is budget for \$730,100. This project which started in September 2023 in projected to be completed by March 2025, will cater to children with special needs in the territory.

The Ministry of Education has a combined allotment of \$2,096,900 going towards schools' rehabilitation and design, and to other ME&C Development Projects. These projects will contribute to a healthy learning environment for faculty and students. Making sure they are well equipped in facilities that are up to standards of being smart and safe.

Noting the importance of sports and athletics, the MEC and has been given the sum of \$861,000 that will go towards the Recreational Facilities. These facilities and provide the much-needed space to nurture and no develop our young athletes.

National Outcome 3 sets the foundation for a future-ready, highly skilled workforce capable of driving innovation and supporting sustainable economic growth. By investing in inclusive, accessible education and training pathways that align with Labour market needs, the Virgin Islands will build a resilient, knowledge-based society. This outcome is central to fostering an empowered population that values education, culture, and lifelong learning, paving the way for a competitive and culturally vibrant Virgin Islands.

National Goal 3: Economy – The Virgin Islands has a prosperous, Vibrant, Thriving and Internationally Competitive Economy.

Goal 3 of the Virgin Islands' National Sustainable Development Plan focuses on enhancing the economic well-being and quality of life for the people of the Virgin Islands. It aims to create a prosperous, internationally competitive economy through wealth creation and high productivity. This goal emphasizes the need for a balanced, sustainable approach to economic development that integrates social and environmental priorities, ensuring the responsible use of resources and fostering resilience against future challenges.

National Outcomes

Goal 3 is structured around five key outcomes that address various aspects of economic growth and resilience:

National Outcome #4: Fiscal Strength and Sustainability – This outcome focuses on establishing stable, predictable economic conditions that reduce risks and support sustained growth. Emphasis is placed on price stability, fiscal and debt sustainability, financial sector stability, and a fair tax system.

National Outcome #5: An Enabling Business Environment – A favourable business climate is essential for growth and job creation. This outcome aims to streamline bureaucracy, improve public sector efficiency, and establish a transparent, rules-based framework that supports businesses throughout their lifecycle, including MSMEs.

National Outcome #6: Diversified and Globally Competitive Industries – To reduce reliance on a few sectors, this outcome emphasizes economic diversification. Tourism, financial services, agriculture, and fishing will be strengthened, while new growth sectors with a competitive advantage will be explored.

National Outcome #7: Green and Blue Economy – This outcome promotes sustainable development through green and blue economic activities, which focus on the responsible use of environmental resources, including oceanic resources, for long-term economic growth and resilience.

National Outcome #8: Smart/Nation/Digital Economy – The Virgin Islands seeks to build a technology-driven economy by incorporating digital infrastructure, smart systems, and innovative solutions that enhance productivity and international competitiveness.

Key Areas of Focus

Economic Stability and Resilience

Establishing stable economic conditions is essential for reducing risks and promoting growth. The Virgin Islands aims to achieve fiscal strength by focusing on price stability, debt sustainability, and financial sector resilience. Recognizing the vulnerability to natural disasters, disaster risk financing mechanisms will be developed to meet post-disaster needs swiftly, safeguarding development gains and supporting economic recovery.

A Business-Friendly Environment

An enabling business environment is critical for attracting investment and supporting entrepreneurship. By improving transparency, efficiency, and regulatory frameworks, the Virgin Islands will create a business climate that reduces costs and fosters growth, benefiting both small businesses and larger enterprises.

Industry Diversification

Economic diversification is essential for resilience and sustainable growth. The Virgin Islands will strengthen its main industries—tourism, financial services, agriculture, and fishing—while also exploring new sectors where it holds a competitive advantage. The tourism sector, which employs a significant portion of the Labour force and contributes substantially to GDP, will continue to be a major focus, with efforts to enhance its unique offerings, such as national parks, beaches, and historic sites.

Development of the Green and Blue Economy

Emphasizing sustainable economic activities, the Virgin Islands will advance both green and blue economies. The green economy focuses on low-carbon, resource-efficient, and socially inclusive development, while the blue economy promotes sustainable use of ocean resources. By investing in

these areas, the Virgin Islands aims to improve livelihoods, promote environmental stewardship, and foster economic growth.

Advancement of a Smart and Digital Economy

Embracing technology and digitalization, the Virgin Islands will build a smart and digital economy. This transformation will improve efficiency across sectors, enhance connectivity, and create new opportunities for innovation, helping the Virgin Islands compete on an international scale.

Economic Sector Highlights

Tourism

Tourism is a primary driver of the Virgin Islands' economy, contributing approximately 35% to GDP directly and up to 60% when indirect contributions are included. The industry, centred on yacht chartering, employs a large portion of the labour force. Unique attractions include national parks rich in biodiversity, beautiful beaches, and historic sites such as the Rhone National Maritime Park. Efforts will focus on maintaining and expanding tourism offerings to boost economic impact.

Financial Services

The financial services sector, historically rooted in offshore finance, contributes around 24% of GDP. The sector generates significant revenue, with 52% of government income coming from offshore company license fees. Efforts will continue to promote financial products and adapt regulatory frameworks to maintain the Virgin Islands' competitive edge in this global industry.

Agriculture and Fishing

Although agriculture is a smaller sector due to limited arable land, livestock farming remains an important activity. To ensure food security, the Virgin Islands is exploring ways to improve domestic crop production and reduce dependency on food imports. The fishing industry, with a rich variety of species, is divided into commercial and recreational categories and is regulated to preserve marine resources.

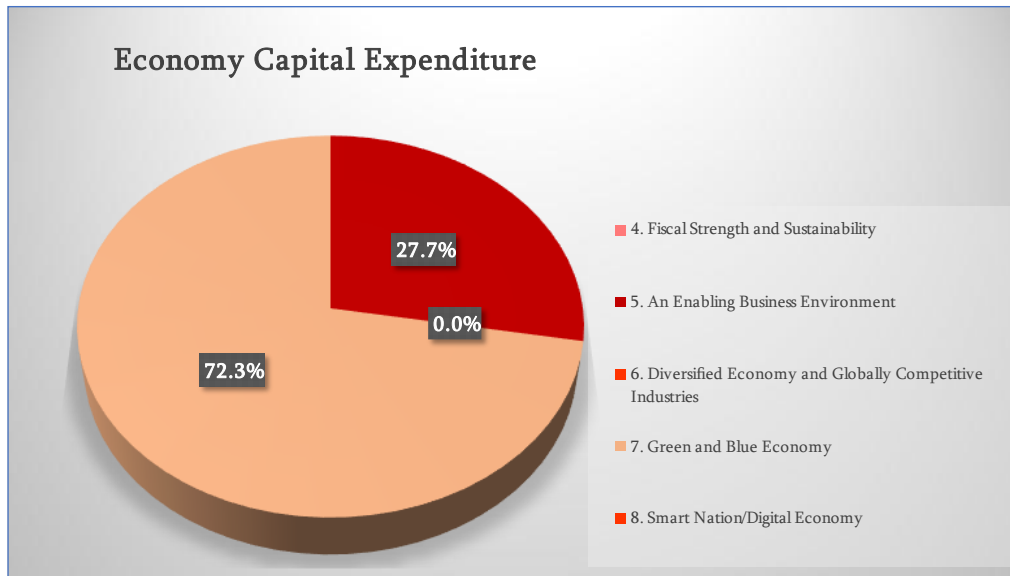


Figure 10: Capital Expenditure across National Goal 3

Figure 10 above shows of the capital spending across National Goal 3, 27.7% goes to National Outcome 5 and 72.3% makes an impact in National Goal 7.

National Outcome 4. An Enabling Business Environment

National Outcome 4 emphasizes achieving fiscal strength and sustainability by enhancing public financial management, creating reliable revenue streams, and optimizing resource allocation. This outcome aims to establish a stable fiscal foundation that can support long-term economic growth and provide essential public services. By strengthening financial frameworks, this goal will contribute to resilient fiscal policies that are responsive to economic conditions, ensuring the Virgin Islands can meet its development objectives sustainably.

National Strategies

To achieve fiscal strength and sustainability, the Virgin Islands will focus on several core strategies:

Public Financial Management Transformation

The transformation of public financial management is crucial for enhancing budgeting, spending efficiency, and accountability. By modernizing financial management systems, the Virgin Islands can create a more transparent, efficient, and accountable public sector.

Assessment of Fiscal Rules

A regular assessment of fiscal rules will help ensure that fiscal policies remain relevant and effective in addressing economic needs. This will involve evaluating current fiscal guidelines to ensure they support sustainable development and are adaptable to changing economic conditions.

Implement Sustainable Financing for Development

Sustainable financing mechanisms will be developed to ensure that funding for development initiatives is reliable and sustainable. This includes diversifying revenue sources and implementing financing strategies that align with the Virgin Islands' long-term goals.

Strengthen Domestic Resource Allocation

Efficient domestic resource allocation is essential for maximizing the impact of public spending. This strategy aims to optimize resource allocation to ensure that funds are directed toward priority areas that drive economic growth and social development.

Ministries and Priorities Contributing to National Outcome 4

Governor's Group

A key priority for the Governor's Group is enhancing revenue generation by identifying and implementing new revenue streams, including fees under the Commissioner for Oaths and Notaries Public Act of 2007. This will increase revenue for the Supreme Court and support a more self-sufficient fiscal environment.

Premier's Office

The Premier's Office is committed to protecting and promoting the Virgin Islands' interests by engaging stakeholders and patrons regionally and internationally. By fostering meaningful relationships, the Office aims to create opportunities for investment, support fiscal stability, and strengthen the Virgin Islands' global presence.

Ministry of Finance

The Ministry of Finance is responsible for ensuring sound public financial management. This includes implementing robust budgeting processes and comprehensive financial management procedures to maintain economic stability. Additionally, the Ministry is focused on enhancing economic and social analysis frameworks to inform policy decisions and ensure a balanced approach to fiscal stability.

Ministry of Communication and Works

The Ministry is focused on regulatory compliance, especially in sectors like Taxi and Livery Services, to ensure service quality and safety. Compliance efforts help build trust in local services, contributing to fiscal stability by enhancing customer satisfaction and encouraging economic activity within the territory.

National Outcome 4 seeks to create a fiscally resilient Virgin Islands by enhancing financial management practices, diversifying revenue sources, and optimizing resource allocation. Through strong governance and well-informed fiscal policies, this outcome aims to provide a stable financial foundation that supports economic growth and social development. This approach will enable the Virgin Islands to meet both immediate and long-term development goals sustainably.

National Outcome 5. An Enabling Business Environment

Ministries and Priorities linked to Enabling Business Environment

The Ministry of Environment Natural Resources and Climate Change aims to Implement legislative and policy framework and establish systems to promote food security thereby supporting the emerging agricultural and fisheries economic pillar. This is of vital importance to effectively maximize the opportunities we have available. The Ministry of Communication and Works will prioritise Stakeholder Engagement and Collaboration. To foster strong relationship with local and international aviation stakeholders, including airports, airlines and regulatory bodies will enhance our position for favourable business activity. They will also collaborate with the UK regulator and other international

bodies to adopt best practices in aviation regulation. In the spirit of partnership, it is also a priority to engage with community and industry groups to ensure transparent and inclusive policy making.

Through the Ministry of Financial Services Economic Development and Digital Transformation, the GoVI will enhance workforce capabilities and resilience by strengthening labour market intelligence, addressing skills gaps through targeted training, and enforcing fair labour practices. Also, to optimize the business environment by accelerating business licensing processes, fostering micro, small, and medium enterprise (MSME) development, boosting foreign direct investment, and safeguarding consumer rights.

Capital Expenditure

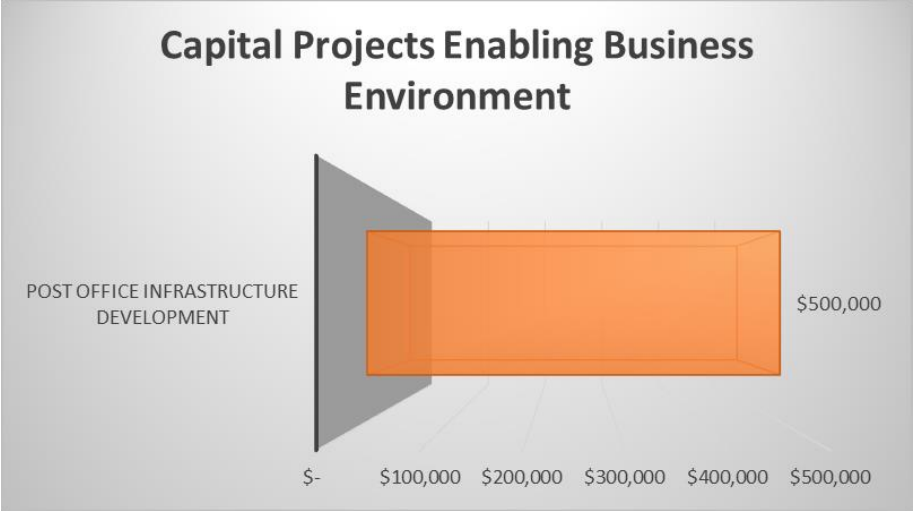


Figure 11: Capital Projects to contribute to Enabling Business Environment

An important factor in business Restoration and replacement of mailboxes to ensure continued delivery and receipt of mail by providing more resilient structures and to enhance the economic development of the Territory by ensuring the timely access to mail.

National Outcome 6. Diversified Economy and Globally Competitive Industries

Ministry Priorities linked to Diversified Economy and Globally Competitive Industries

Ministry of Tourism Culture and Sustainable Development has the priority to foster growth in the tourism sector by enhancing the strategic and policy framework through the presence of a comprehensive policy and a long-term tourism strategy to guide the development of the industry by December 2025.

Ministry of Financial Services Economic Development and Digital Transformation has prioritized the Strengthening and diversification of the Financial Services sector by modernising the regulatory framework, expanding financial service offerings, and cultivating a thriving fintech ecosystem.

National Outcome 7. Green and Blue Economy

National Outcome 7 emphasizes the Virgin Islands' commitment to fostering a sustainable economy by leveraging the blue and green sectors. This outcome seeks to increase economic contributions from marine resources, fisheries, and sustainable practices while protecting the natural environment. By embracing a circular economy model and strengthening environmental legislation, the Virgin Islands aims to create long-term economic opportunities that promote both growth and environmental stewardship. This approach will enhance local participation in the blue economy, reduce waste, and position the territory as a leader in sustainable resource management.

National Strategies

To support a thriving green and blue economy, the Virgin Islands will implement the following strategies:

Strengthen Legislation and Regulation in Environmental Protection

Updating and reinforcing environmental laws is essential for sustainable development. Strengthening legislation will provide a solid framework for the protection of natural resources, ensuring that economic activities in the blue and green sectors are conducted responsibly.

Increase Economic Contribution of the Fisheries Sector

The Virgin Islands aims to enhance the fisheries sector as a significant contributor to the economy. This includes measures to improve fishing practices, support local fishers, and ensure the sustainable management of marine resources.

Increase Local Participation in the Blue Economy

Encouraging greater local involvement in the blue economy will provide residents with new job opportunities and support the development of local expertise. By facilitating entry into marine industries, the Virgin Islands can strengthen community engagement and economic resilience.

Develop New Opportunities in Marine Resources

Exploring additional uses of marine resources will open new avenues for economic growth. These opportunities may include marine tourism, aquaculture, and renewable ocean energy initiatives, diversifying the Virgin Islands' economic base and promoting sustainable industry.

Adopt a Circular Economy Model

Transitioning to a circular economy model will promote resource efficiency and waste reduction. This approach emphasizes sustainable resource use, recycling, and minimizing environmental impact, supporting long-term economic and ecological health.

Ministry Priorities linked to Green and Blue Economy

Governor's Group

The Governor's Group is focused on improving file management, both physical and digital, for the Supreme Court. Efficient file management is essential for upholding transparency and accountability in environmental and resource management matters, which support the Virgin Islands' broader green and blue economy goals.

Ministry of Environment, Natural Resources, and Climate Change

This Ministry is central to developing the green and blue economy. A key priority is enacting a comprehensive legislative, administrative, and policy framework to maintain and monitor natural

resources, enhancing the tourism sector through sustainable practices. By 2025, the Ministry aims to propose new legislation and review existing regulations, particularly those that align with the Food Security and Sustainability Act, 2022. This updated regulatory framework will ensure that environmental protection measures complement economic growth.

Capital Expenditures

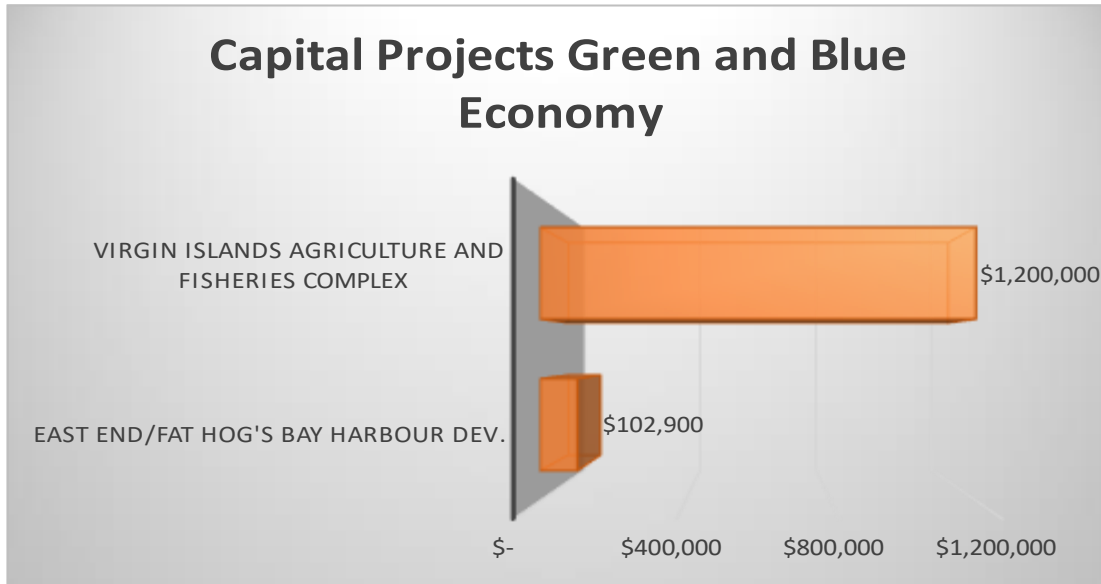


Figure 12: Capital projects contributing to National Outcome 7 Green and Blue Economy

Significant capital projects are aligned with the development of the green and blue economy:

The East End Fat Hog's Bay Harbour Development valued at \$102,900. This investment will support harbour development to enhance marine infrastructure, promoting sustainable tourism and commercial opportunities within the blue economy.

Virgin Islands Agriculture and Fisheries Complex with an allocation of \$1,200,000. This complex will support the expansion of agriculture and fisheries, providing facilities for local fishers and farmers to improve production, processing, and distribution. The complex will contribute to food security, economic resilience, and local participation in sustainable industries.

National Outcome 7 prioritizes the development of a green and blue economy that is both environmentally responsible and economically viable. By strengthening environmental legislation,

enhancing the fisheries sector, and promoting a circular economy, the Virgin Islands will harness its natural resources to drive sustainable growth. This outcome will create job opportunities, support local industries, and protect the territory's unique natural assets, ensuring that economic progress aligns with ecological preservation for future generations.

National Outcome 8. Smart Nation / Digital Economy

National Outcome 8 focuses on developing a digital economy that is innovative, competitive, and inclusive. Embracing digital transformation is essential for the Virgin Islands to remain internationally competitive and enhance the quality of life for its residents. This outcome prioritizes the integration of new technologies, strategic public-private partnerships, and fostering a culture of innovation across the public and private sectors. By enhancing digital literacy, infrastructure, and governance, the Virgin Islands will build a smart nation equipped for the future.

National Strategies

To achieve a thriving digital economy, the Virgin Islands will implement the following strategies:

Enhance Strategic Public-Private Partnerships

Collaborating with the private sector is essential for fostering innovation and accessing resources for digital advancement. By enhancing partnerships, the Virgin Islands can leverage the expertise and investment capabilities of the private sector to support digital transformation across key industries.

Enhance Public Engagement in Science, Technology, and Innovation (STI)

Engaging the public in science, technology, and innovation (STI) is crucial for fostering a culture that embraces digital growth. This strategy will promote awareness and active participation in digital initiatives, helping residents understand and benefit from technological advancements.

Develop System Innovation for Competitiveness and Inclusive Development

By encouraging system innovation, the Virgin Islands can drive competitiveness and ensure that digital advancements benefit all residents. This approach focuses on creating a digital infrastructure that supports inclusive development and enables individuals and businesses to engage in the digital economy effectively.

Encourage Public Sector Innovation

Public sector innovation will improve service delivery, making government operations more efficient, transparent, and responsive. Digital solutions will be explored to streamline processes, enhance accessibility, and build a more future-ready public sector.

Ministry Priorities linked to Smart Nation/ Digital Economy

Ministry of Communication and Works

The MCW is committed to promoting innovation and future readiness by integrating new technologies within aviation operations and regulatory practices. This includes exploring digital solutions for permit issuance and regulatory compliance, improving efficiency and accessibility for businesses and individuals. By leveraging digital tools, the Ministry aims to create a more streamlined and responsive public sector.

Ministry of Financial Services, Economy Development and Digital Transformation

This Ministry is focused on cultivating an innovative and inclusive digital environment that enhances digital governance, encourages the widespread use of digital technologies, and promotes digital literacy. Prioritizing a robust digital infrastructure will enable ongoing digital advancement across public and private sectors, ensuring the Virgin Islands remains competitive and resilient in an increasingly digital world.

National Outcome 8 represents a commitment to building a smart, digital economy that promotes competitiveness and inclusivity. By fostering public-private partnerships, enhancing public engagement in technology, and supporting digital literacy, the Virgin Islands will create an environment where innovation thrives. Through strategic investments and a forward-thinking

approach, the territory will be well-positioned to meet future challenges, improve service delivery, and provide residents with the tools needed to succeed in a digitally connected world.

National Goal 4: Infrastructure: The Virgin Islands Emphasises Resilience Building and Access to Sustainable Services

Goal 4 of the Virgin Islands' National Sustainable Development Plan highlights the critical role of resilient, high-quality infrastructure in driving economic growth and supporting sustainable development. It emphasizes the need for robust systems in transportation, energy, water, and Information and Communication Technology (ICT) to enhance the movement of people, goods, and information, both within the Virgin Islands and globally. As economies worldwide transition into the fourth industrial revolution—characterized by digital transformation—this goal places importance on building the capacity of the Virgin Islands to adapt to and benefit from new technologies.

National

Outcomes

Goal 4 is organized around three primary outcomes that together create a resilient infrastructure framework for sustainable development:

National Outcome #9: Sustainable Energy and Water – This outcome focuses on establishing a sustainable energy sector, reducing dependency on fossil fuels, and promoting renewable energy sources. It also addresses improving water access and sanitation infrastructure to support social and economic development.

National Outcome #10: Communication Technology – This outcome seeks to improve the Virgin Islands' ICT infrastructure to foster connectivity, support innovation, and enable a digital economy that benefits all residents.

National Outcome #11: Transportation and Logistics – This outcome focuses on enhancing transportation and logistics systems to facilitate the smooth and efficient movement of people and goods, which is essential for economic growth and competitiveness.

Key Areas of Focus

Resilient and High-Quality Infrastructure

Recognizing that economic competitiveness relies on quality infrastructure, the Virgin Islands will invest in resilient transportation, ICT, and water systems. These efforts aim to connect local industries and services, promoting ease of movement and communication for economic growth. Robust infrastructure will also increase the Virgin Islands' global connectivity, improving the standard of living for residents.

Sustainable Energy Development

Energy is vital for modern economies and quality of life, but reliance on fossil fuels is both unsustainable and environmentally harmful. This goal emphasizes the development of a diversified, modern energy sector that integrates renewable energy sources. Expanding renewable energy use is essential for achieving long-term energy security, affordability, and environmental sustainability. By investing in clean energy, the Virgin Islands will enhance its resilience while contributing to international competitiveness.

Water Access and Sanitation

Sustainable water infrastructure is crucial for both social and economic development. Improving the storage, treatment, and distribution of water, as well as sanitation facilities, will provide safe and reliable water access for all residents. Enhanced water infrastructure will also support agricultural and commercial activities, contributing to the overall resilience and prosperity of the Virgin Islands.

Embracing Digital Transformation

As the world transitions to the fourth industrial revolution, the Virgin Islands recognizes the importance of digital technology in creating wealth, improving services, and driving innovation. This goal promotes the expansion of ICT infrastructure to support a knowledge-based, technology-driven economy. Investing in ICT will improve connectivity, increase access to information, and support industries ranging from tourism to finance. Additionally, a culture of digital innovation will be fostered, empowering residents with the skills needed to thrive in a digital world.

Advancing Science, Technology, and Innovation (STI)

Recognizing the importance of Science, Technology, and Innovation (STI) in improving quality of life, this goal encourages innovation to address societal challenges and enhance development. The Virgin Islands will work to cultivate a culture of creativity and innovation, enabling new solutions that provide economic, social, and environmental benefits to its residents.

Goal 4 establishes a comprehensive approach to infrastructure that combines resilience, sustainability, and technological advancement. By investing in renewable energy, water infrastructure, transportation, and digital connectivity, the Virgin Islands will create a robust foundation for sustainable economic growth and improved quality of life. This resilient infrastructure framework will support the territory’s long-term goals of achieving sustainable, inclusive development and a globally competitive economy.

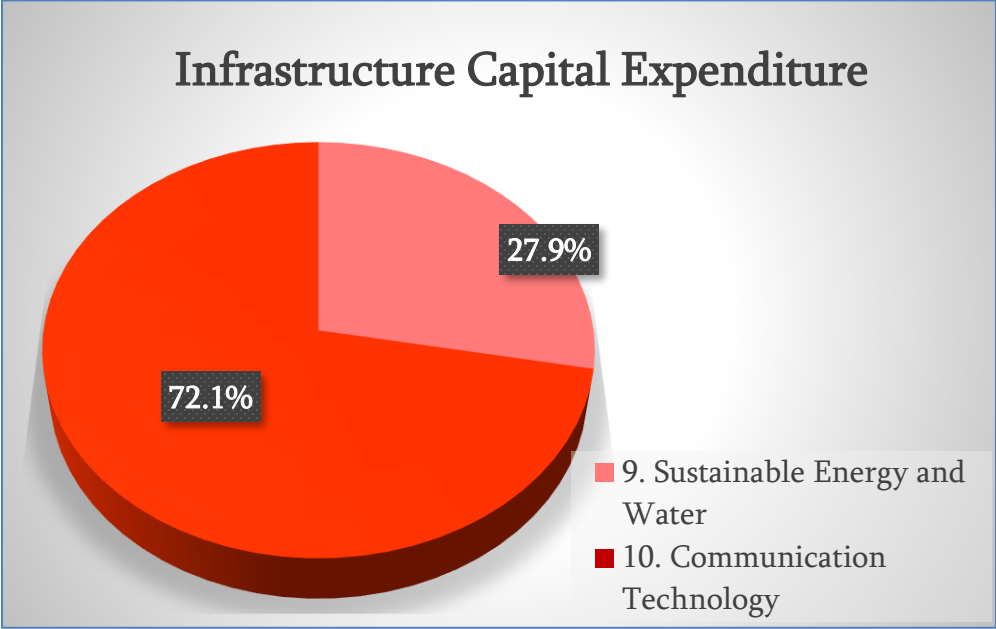


Figure 13: Capital Expenditure contributing to National Goal 4 Infrastructure

National Outcome 9. Sustainable Energy and Water

National Outcome 9 focuses on establishing sustainable, efficient, and resilient energy and water systems in the Virgin Islands. By promoting renewable energy, enhancing energy efficiency, and developing comprehensive water management systems, this outcome supports a sustainable infrastructure that meets the needs of residents and businesses while conserving resources. Through strategic investments and targeted measures, the Virgin Islands aims to secure access to clean, safe water and energy, fostering long-term economic and environmental resilience.

National Strategies

To achieve sustainable energy and water systems, the Virgin Islands will pursue the following strategies:

Promote Energy Efficiency and Renewable Energy

A comprehensive strategy will be developed to promote energy efficiency and support sustainable energy systems, focusing on renewable sources like wind, biomass, solar, hydroelectric, biofuel, and geothermal. This approach will reduce reliance on fossil fuels, lower emissions, and support long-term energy security.

Increase Capital Flows for Sustainable Energy

The Virgin Islands will facilitate access to financing mechanisms to encourage investments in sustainable energy projects. This includes renewable energy initiatives and energy efficiency improvements that align with national development goals.

Support Renewable Energy Investments and Capacity Building

Investments in renewable energy and conservation projects will be prioritized alongside capacity-building initiatives. This strategy ensures a skilled workforce capable of maintaining and advancing the territory's sustainable energy infrastructure.

Develop Energy Data Repositories and Grid Stability Studies

To support efficient energy management, accessible data repositories and technical studies will be established. These resources will aid in grid stability, renewable integration, and the development of innovative storage solutions.

Create Detailed Energy Roadmaps

A detailed energy roadmap will be developed to guide resource planning and optimize energy access, with special consideration for social, environmental, and economic impacts. This roadmap will ensure that even remote and underserved populations have access to affordable energy.

Enhance Water Supply and Sanitation Infrastructure

Investments in safe drinking water, sanitation, and waste management systems will ensure reliable water access for all. Desalination technology may be explored where it is economically and environmentally feasible, supporting resilience in water supply.

Expand Wastewater Treatment and Recycling

The expansion of wastewater treatment and recycling infrastructure will improve water efficiency, contributing to sustainable water use and reducing environmental impacts.

Improve Water-Use Efficiency and Conservation

Efforts to enhance water-use efficiency will address issues like over-extraction and saltwater intrusion, safeguarding the Virgin Islands' water resources for future generations.

Build Institutional Capacity for Water Resource Management

Capacity-building initiatives will equip institutions and communities with the knowledge and skills to manage water resources sustainably. Emphasis will be placed on inclusive management approaches, supporting the active participation of women in water management.

Ministries and Priorities Contributing to National Outcome 9

Ministry of Communication and Works

The Ministry plays a central role in advancing water and sanitation infrastructure. Key projects include completing tenders for main water lines in Parham Town and Long Swamp, rehabilitating the main pump station in Road Town, and upgrading the Purcell Estate and Fort Burt pump stations. The Ministry also plans to construct a new sludge treatment facility and pump station at Long Swamp. In addition, the expansion and upgrade of the water network will ensure a more reliable supply across the Virgin Islands, with new pipelines, enhanced water mains, and additional storage facilities. Repairs and upgrades to key reservoirs, including those at Fort Hill, Hannah Hill, Minton Hill, and Sabbath Hill, are also priorities.

Capital Expenditures



Figure 14: Capital Projects contributing to National Outcome 9 Sustainable Energy and Water

Significant investments are allocated to improve sewerage and water infrastructure:

National Sewerage Project – East End/Long Look – \$2,000,000 This project will address critical sewerage needs, providing enhanced sanitation and environmental protection for the community.

National Sewerage Project – Road Town – \$200,000 Sewerage upgrades in Road Town will improve sanitation infrastructure and support sustainable urban development.

National Sewerage Project – Cane Garden Bay – \$1,500,000 This project will address sewerage issues in Cane Garden Bay, supporting the region’s tourism and residential needs.

Water Network Improvement – \$2,000,000 Enhancements to the water network will ensure reliable water supply across the Virgin Islands, supporting residents and businesses.

Water Reservoir Repair – \$720,000 Repairs to reservoirs will improve water storage capacity and resilience, safeguarding access to clean water.

National Outcome 9 is dedicated to building a sustainable energy and water system that enhances resilience, reduces environmental impact, and meets the needs of the Virgin Islands’ growing population. By investing in renewable energy, enhancing water infrastructure, and fostering responsible resource management, the Virgin Islands will create a foundation for long-term sustainability. These efforts are essential for economic growth, environmental conservation, and improved quality of life across the territory.

National Outcome 10. Communication Technology

National Outcome 10 focuses on leveraging communication technology to improve productivity, promote inclusivity, and foster sustainable economic growth in the Virgin Islands. By enhancing digital infrastructure and supporting digital inclusion, this outcome aims to create economic opportunities, improve access to essential services, and support resilience in health, education, and business. As communication technology becomes an increasingly vital component of modern life, the Virgin Islands is committed to developing a robust digital framework that empowers residents and businesses alike.

National Strategies

To build a resilient and inclusive communication technology landscape, the Virgin Islands will pursue the following strategies:

Enhance Productivity and Livelihood Opportunities

Expanding access to communication technology will create opportunities for productivity improvements across sectors. Digital tools can empower residents by providing better means of income and improving livelihoods, particularly in underserved and remote communities.

Engage the Private Sector in Sustainable Business Solutions

The private sector plays a crucial role in scaling sustainable business solutions. Collaboration with private enterprises will foster innovation, enhance digital infrastructure, and expand access to communication technology for social and economic development.

Promote Financial Inclusion and Access to Markets

Communication technology will support financial inclusion by enabling mobile banking, micro-crediting, and providing small producers access to broader markets. These services will empower local entrepreneurs and small businesses to participate in the digital economy and increase their income potential.

Connect Health Workers to Diagnostic and Health Information Services

Improving digital connectivity for health workers will allow them access to health information and diagnostic services, enabling more efficient and accurate care, especially in remote areas. This strategy supports the health sector by ensuring that health professionals have the tools and information needed to provide quality care.

Expand Educational Access for Underserved Populations

Communication technology will make education more accessible for underserved populations, creating improved economic opportunities through enhanced educational access. Digital learning platforms will bridge educational gaps, providing opportunities for skill development and lifelong learning.

Support Research, Development, and Innovation

Continuous innovation in communication technology will be driven by ongoing creative processes and research and development within both the public and private sectors. Supporting R&D will enhance digital services and introduce new solutions that address the unique needs of the Virgin Islands.

Ministries and Priorities Contributing to National Outcome 10

Ministry of Finance

The Ministry of Finance is responsible for establishing a stable, flexible, and secure network infrastructure across government organizations. A reliable digital network will facilitate communication, enhance service delivery, and improve coordination across public services. Additionally, the Ministry is focused on designing and implementing a Disaster Recovery and Business Continuity strategy for the government's network, ensuring that critical communication infrastructure remains functional in times of crisis. This priority supports resilience by enabling uninterrupted government operations and service delivery during disruptions.

National Outcome 10 aims to establish a digital foundation that supports productivity, financial inclusion, and access to essential services, benefiting residents and businesses alike. By building a resilient communication technology infrastructure, promoting public-private partnerships, and ensuring access to digital services, the Virgin Islands will create a more connected and inclusive society. These efforts will improve economic opportunities, strengthen health and education systems, and enhance the territory's overall resilience, positioning the Virgin Islands for success in a digitally connected world.

National Outcome 11. Transportation and Logistics

National Outcome 11 focuses on developing a safe, efficient, and resilient transportation and logistics network in the Virgin Islands. A well-structured transportation system is essential for economic growth, accessibility, and connectivity, supporting the movement of people and goods across the islands. This outcome emphasizes improvements in road infrastructure, pedestrian facilities, and transport depots, while prioritizing safety, environmental sustainability, and resilience to climate

change. By upgrading transportation infrastructure, the Virgin Islands aims to create a robust system that enhances quality of life and fosters economic opportunities.

National Strategies

To achieve a sustainable and resilient transportation and logistics system, the Virgin Islands will implement the following strategies:

Upgrade Pedestrian Walkways and Facilities

Inclusive infrastructure will be developed to accommodate individuals with mobility constraints and the elderly. Investing in pedestrian-friendly walkways will enhance accessibility and safety for all residents.

Update Safety Codes and Road Regulations

Safety codes and regulations will be updated to meet international standards. This includes maintenance and design of road networks to improve safety and efficiency, ensuring roads are resilient and meet the demands of modern traffic.

Enforce Transportation Safety Regulations

Safety regulations will be strictly enforced to ensure compliance with helmet use, vehicle maintenance, seatbelt usage, and speed limits. Efforts will also focus on responsible behaviour for pedestrians and bikers, creating a safer environment for all road users.

Optimize Public Transport Locations

Transport depots, stations, and public stops will be strategically located near population centres and main roads, enhancing convenience and accessibility for residents, especially in areas of high demand.

Environmental Compliance for Ferry Terminals and Ports

Environmental impact assessments will be mandatory for ferry terminals and port developments to prevent adverse effects on surrounding ecosystems. Compliance with environmental regulations will ensure that transport infrastructure aligns with sustainability goals.

Enhance Rural Transport Infrastructure

Expanding reliable and affordable rural transport services will provide better access to markets, educational institutions, health facilities, and employment. Improved rural transport will support agricultural production and stimulate economic activity in underserved areas.

Expand Airlift Capacity and Airport Runway

Partnerships will be established to increase airlift capacity and upgrade the runway at Terrence B. Lettsome International Airport. These improvements will enhance connectivity, supporting tourism, trade, and economic growth.

Ministries and Priorities Contributing to National Outcome 11

Ministry of Communication and Works (MCW) – The Ministry of Communication and Works prioritizes developing, constructing, and managing resilient road networks that enhance safety, efficiency, and environmental sustainability. By improving road infrastructure, the Ministry aims to support climate resilience and address increasing traffic demands. The Ministry’s commitment to expanding roadway infrastructure is central to enhancing the flow of vehicle and pedestrian traffic, which will not only improve accessibility but also stimulate economic development by facilitating efficient movement of goods and people.

Capital Expenditures

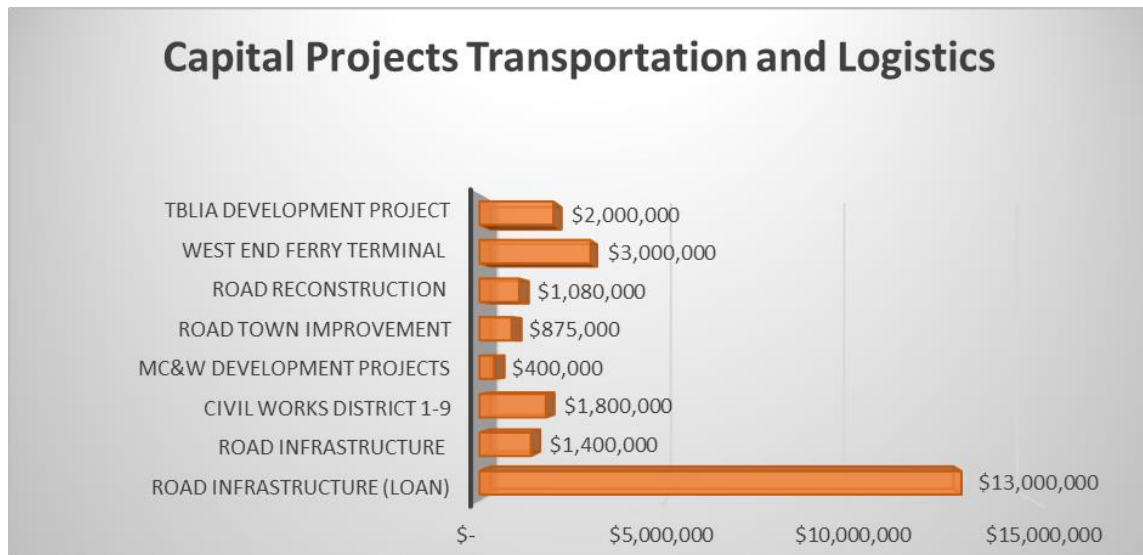


Figure 15: Capital Project spending contributing to National Outcome 11 Transportation and Logistics

The following capital projects are allocated to improve transportation and logistics infrastructure:

Road Infrastructure (Loan) – \$13,000,000 Funding for road infrastructure will support the construction and maintenance of critical roadways, enhancing resilience and accessibility.

Road Infrastructure – \$1,400,000 Additional investment to improve road networks, supporting safe and efficient travel across the islands.

Civil Works Districts 1-9 – \$1,800,000 Infrastructure improvements across districts will ensure that transportation upgrades benefit all regions, promoting balanced development.

MC&W Development Projects – \$400,000 Ongoing development projects managed by the Ministry of Communication and Works to support transportation upgrades.

Road Town Improvement – \$875,000 Investments in Road Town aim to improve urban infrastructure, enhancing traffic flow, pedestrian access, and overall connectivity within the capital.

Road Reconstruction – \$1,000,000 Reconstruction of key roads to ensure resilience against natural hazards, addressing infrastructure wear and supporting sustainable transportation.

West End Ferry Terminal – \$3,000,000 Development of the West End Ferry Terminal will improve access to marine transport, supporting tourism and local travel needs.

Terrence B. Lettsome International Airport Development Project – \$2,000,000 Airport development will expand airlift capacity, facilitating tourism and trade while enhancing the Virgin Islands' connectivity with international markets.

This National Outcome has a combined allocation of \$22.56M toward the benefit of transportation and logistics. The Ministry of Communications and Works is taking the lead in this area with development projects. The focuses are Road Infrastructure and Civil Works throughout districts one to nine. There is also the Road Town Improvement of \$875,000 and Road Reconstruction projects of \$1,080,000. Also assigned is the \$2M to the development of the Terrance B. Lettsome International Airport.

The Premier's Office, through the Recovery and Development Agency (RDA) has the largest single project, the West End Ferry Terminal having an allocation of \$3M, aiming to enhance the experience in the movement of people and goods through this vitally important port of entry.

National Outcome 11 is dedicated to building a transportation and logistics network that is resilient, safe, and accessible for all residents. By investing in roadways, pedestrian facilities, and marine and air transport infrastructure, the Virgin Islands will create a cohesive transportation system that supports economic growth and environmental sustainability. This comprehensive approach ensures that the transportation network will not only meet the current needs of the population but also adapt to future demands, strengthening the Virgin Islands' position as a resilient and connected economy.

National Goal 5. Good Governance and Leadership: The Virgin Islands Embraces Good Governance, Accountable Government and Citizen Participation

Goal 5 of the Virgin Islands' National Sustainable Development Plan focuses on strengthening governance and accountability, fostering transparent decision-making, and encouraging citizen participation in governance. This goal emphasizes building an inclusive society by advancing democratic processes, supporting a modern and efficient public sector, and ensuring that all residents have a voice in national policy development. By promoting the principles of transparency, accountability, and citizen engagement, the Virgin Islands aims to foster trust in public administration and create a responsive, inclusive government.

National Outcomes

Goal 5 is structured around four primary outcomes that together establish a foundation of good governance:

National Outcome #12: Peace, Justice, Safety, and Security for All

This outcome focuses on creating a safe, just, and secure environment for all residents. It includes strengthening the security sector to ensure social stability, protecting citizens and visitors, and promoting fairness in the justice system.

National Outcome #13: Efficiency and Effectiveness of Government

This outcome aims to streamline government processes to improve service delivery, reduce bureaucracy, and enhance transparency. A more efficient public sector will be capable of meeting the needs of the population and fostering economic growth.

National Outcome #14: Constitutional Advancement

Recognizing the importance of progressive governance, this outcome focuses on advancing the constitutional framework to support democratic principles and ensure representation for all residents.

National Outcome #15: Strengthened Foreign Relations

This outcome emphasizes building stronger international partnerships and enhancing the Virgin Islands' global presence, contributing to both national security and economic opportunities.

Key Areas of Focus

Strengthening Good Governance and Accountability

Good governance is a cornerstone of this goal, with a focus on building a public sector that Islanders can trust to deliver high-quality services. Efforts will be made to reduce bureaucracy, improve decision-making processes, and foster transparency. Measures to control corruption will be enforced to create a trustworthy and accountable government. Additionally, the government will improve the ease of doing business and adopt efficient, environmentally friendly, and inclusive procurement practices to enhance service delivery.

Citizen Participation and Social Trust

Emphasizing the value of citizen engagement, this goal encourages public participation in governance as a pillar of development planning. Opportunities for social networking and civic engagement will be promoted, particularly for youth, ensuring that all residents have a role in shaping their community and contributing to governance processes. By involving civil society organizations, the Virgin Islands aims to build social trust and foster a more inclusive approach to decision-making and national development.

Safety, Security, and Justice

Ensuring safety and security is essential for social stability and quality of life. This goal prioritizes the development of a well-managed security sector to protect citizens, visitors, and tourists alike. Additionally, the justice system will be strengthened to provide fair, equitable, and transparent treatment before the courts, promoting the rule of law and supporting the creation of a just society.

Efficient and Effective Public Sector

A modern, effective public sector is central to achieving high-quality service delivery. By streamlining government procedures, the Virgin Islands will create a more agile public sector that is better equipped

to respond to citizen needs and economic demands. These improvements will enhance government performance and build public confidence in the administrative processes that shape daily life and business activities.

Inclusive Constitutional and International Engagement

Advancing the constitutional framework to reflect democratic values and inclusive representation is a priority under this goal. By supporting constitutional development, the Virgin Islands aims to enhance governance and uphold the rights of all residents. Additionally, strengthening foreign relations will provide greater access to international partnerships and support the Virgin Islands’ development objectives on the global stage.

Goal 5 represents a commitment to democratic governance that is inclusive, transparent, and accountable to the people of the Virgin Islands. By building a public sector that values citizen participation, upholds justice, and ensures safety and security, the Virgin Islands will create a governance framework that fosters trust, promotes social stability, and advances sustainable development. This goal is essential for creating an environment where all residents can actively participate in shaping a prosperous and equitable future.

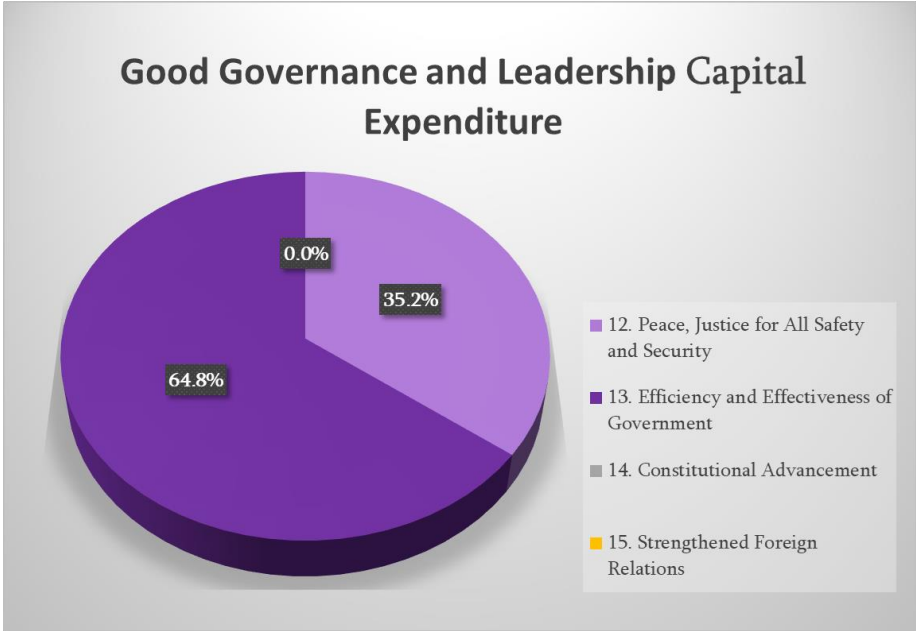


Figure 16: Capital expenditure contributing to National Goal 5 Good Governance and Leadership

National Outcome 12. Peace, Justice for All Safety and Security

National Outcome 12 focuses on establishing a secure, just, and safe environment for all residents of the Virgin Islands. This outcome seeks to strengthen public institutions, enhance the capacity of law enforcement, and ensure equitable access to justice and citizen protection. Through modernized infrastructure, improved policy frameworks, and community engagement, the Virgin Islands aims to foster a society grounded in the rule of law, where individuals feel protected and secure. These efforts will not only uphold peace and justice but also build public trust in legal and security institutions.

National Strategies

To achieve peace, justice, and security, the Virgin Islands will implement several key strategies:

Strengthen Public Policy and Rule-of-Law Institutions

Building institutional capacity within public policy, law enforcement, and civil society organizations will ensure effective governance and a solid rule of law foundation. This includes support for both governmental and non-governmental bodies to protect citizens' rights and deliver justice.

Reform and Modernize Law Enforcement Infrastructure

Upgrading law enforcement infrastructure is critical to improving service delivery and response times. Modernized facilities and technologies will support the efficient handling of cases and ensure that law enforcement agencies have the resources needed to perform effectively.

Reinforce Equitable Access to Justice and Citizen Protection

Ensuring that all residents have fair access to justice and security services is a priority. This strategy includes enhancing access to the court system, legal resources, and protection services to build a society where everyone's rights are safeguarded.

Improve Capacity for Evidence-Based Policymaking

Strengthening data collection and analysis capabilities will support evidence-based policymaking, enabling government institutions to make informed decisions that address the needs of the population effectively.

Ministries and Priorities Contributing to National Outcome 12

Governor's Group Key initiatives include establishing a second criminal court to increase judicial capacity for criminal cases and enhance the Court Reporting Unit's output. The Governor's Group will also focus on the Justice and Security program, which targets a reduction in gun-related crimes through increased seizures and improved community policing. Legislative updates, such as finalizing criminal procedure rules, will further support law enforcement. Additionally, the Governor's responsibilities under the Disaster Management Act and National Disaster Plan will be prioritized to maintain the Virgin Islands' state of readiness, ensuring full disaster preparedness by 31 May 2025.

Ministry of Health and Social Development

The MHSD will enhance emergency response through the development of 911 emergency call handling protocols, improving coordination among police, fire, and ambulance services to reduce response times. The Ministry will also improve physical and procedural security at Her Majesty's Prison, expanding rehabilitation programs. Additionally, the MHSD will review and update the National Policy on Gender Equity and Equality and the domestic violence protocol in collaboration with stakeholders.

Ministry of Communication and Works

The MCW is focused on regulatory excellence in civil aviation, establishing a robust framework to ensure safety and security across the territory. This includes obtaining designations to regulate dangerous goods, drones, and foreign operating permissions, along with developing inspection protocols for these areas.

Ministry of Tourism, Culture, and Sustainable Development

This Ministry will implement Commission of Inquiry (COI) recommendations on residency and Belonger status, creating new regulations under the Immigration and Passport Act. Additionally, it will enhance border control measures and improve the detention program, reinforcing the Virgin Islands' ability to manage immigration and uphold security effectively.

Capital Expenditures



Figure 17: Capital Projects Contributing to National Outcome 12

The following capital projects support justice, safety, and security infrastructure:

Police Infrastructure and Development – \$28,000 This funding will contribute to the development and enhancement of police infrastructure, supporting efficient law enforcement operations.

Governor's Group Development Projects – \$430,000 Investments will strengthen the Governor's Office capacity in justice and security-related initiatives, supporting overall governance.

Commercial Court – \$8,000 Allocated funds will support enhancements to the Commercial Court, ensuring it meets modern standards and improves judicial capacity.

Office Reconfiguration for HR/DDM – \$165,000 Reconfiguration of office spaces for Human Resources and Disaster Management will improve efficiency and preparedness within government operations.

Halls of Justice – \$300,000 This investment will support the development of justice facilities, enabling fair and accessible legal services.

Road Town Fire Station – \$875,000 To ensure the Fire Department has an adequate environment to enhance their response to emergencies by incorporating resilient building standards.

Other Fire Stations – \$100,000 Renovations will ensure that fire stations are equipped to handle emergencies effectively, supporting public safety and enhancing community resilience.

National Outcome 12 is dedicated to fostering a safe, just, and resilient Virgin Islands through strengthened legal and security institutions, modernized infrastructure, and evidence-based policymaking. By enhancing citizen protection, ensuring equitable access to justice, and reinforcing public safety measures, the Virgin Islands will build a secure environment that promotes trust, stability, and peace. These efforts are essential for upholding the rule of law and providing all residents with a sense of security and confidence in their community.

National Outcome 13. Efficiency and Effectiveness of Government

National Outcome 13 focuses on enhancing the efficiency and effectiveness of government operations to create a responsive, transparent, and accountable public sector. This outcome prioritizes data accessibility, international partnerships, climate adaptation, and digital transformation, enabling the Virgin Islands to meet national goals more effectively. By streamlining government services, digitizing processes, and strengthening human resources, the Virgin Islands aims to improve public service delivery and foster trust in government institutions.

National Strategies

To create an efficient and effective government, the Virgin Islands will pursue the following strategies:

Enhance Global Partnerships for Development

Building international partnerships will provide the Virgin Islands with access to resources, expertise, and support needed to achieve its development goals. Global partnerships will be essential for securing the means of implementation and maintaining progress toward sustainable development.

Strengthen Data Accessibility and Management Systems

Accessible and reliable data systems will support informed decision-making. By enhancing data management, including geospatial data platforms, the Virgin Islands can improve planning, allocate resources efficiently, and create targeted policies aligned with national priorities.

Reduce Remittance Transfer Costs

Lowering the cost of remittance transfers will support economic growth, particularly in small island developing states like the Virgin Islands. This aligns with international goals to promote affordable financial services and boost household income through reduced remittance fees.

Implement Climate Adaptation and Mitigation Projects

Adequate financial resources will be allocated for climate adaptation and mitigation projects to protect the Virgin Islands against climate change impacts. This strategy will help build resilience in communities and infrastructure, reducing vulnerabilities associated with natural hazards.

Ministries and Priorities Contributing to National Outcome 13

Governor's Group

The Governor's Group is focused on Public Service Transformation, enhancing customer service, capacity building, and digitization across government services. Key initiatives include establishing a fully operational Records Management Centre, launching online application platforms for passports and visas, and improving registry systems with digital tools. Efforts to strengthen human resources through the Learning and Development Institute and the implementation of the Public Service Management Act will also contribute to a more effective public service. Additionally, election reform initiatives will improve transparency and public trust in the electoral process.

Premier's Office

The Premier's Office plays a central role in cross-sector leadership, supporting policy development and strategic communications that empower the public to make informed choices. The rebranding of the Town and Country Planning Department will align infrastructure with environmental and social priorities, enhancing public sector responsiveness to community needs.

Ministry of Finance

The Ministry of Finance will enhance operational efficiencies by collaborating on integrated systems across departments, enabling online payment options for government services and promoting transparency and accountability in financial management.

Ministry of Environment, Natural Resources, and Climate Change

The Ministry aims to strengthen its capacity to manage Crown lands through new legislative, administrative, and policy frameworks. It will also focus on compliance in agriculture and fisheries through stakeholder engagement and educational campaigns.

Ministry of Communication and Works

The MCW will amend governance structures, such as those for the Wickham’s Cay Development Authority, and undertake construction projects, including a new fire tender bay for the Road Town Fire Station. Additionally, the Ministry will implement a new ICT system for vehicle licensing, registration, and testing, and oversee the rehabilitation of the Ralph T. O’Neal Administration Complex, enhancing infrastructure for more efficient government operations.

Ministry of Tourism, Culture, and Sustainable Development

This Ministry is responsible for mainstreaming the National Sustainable Development Plan, coordinating public-private partnerships, and supporting other government departments in aligning sector-based policies with the plan’s goals by December 2025.

Ministry of Financial Services, Economic Development and Digital Transformation

The Ministry will advance economic planning by developing a robust economic data platform, improving statistical services, and enhancing forecasting capabilities. These improvements will support data-driven decision-making and better communication with the public.

Capital Expenditures

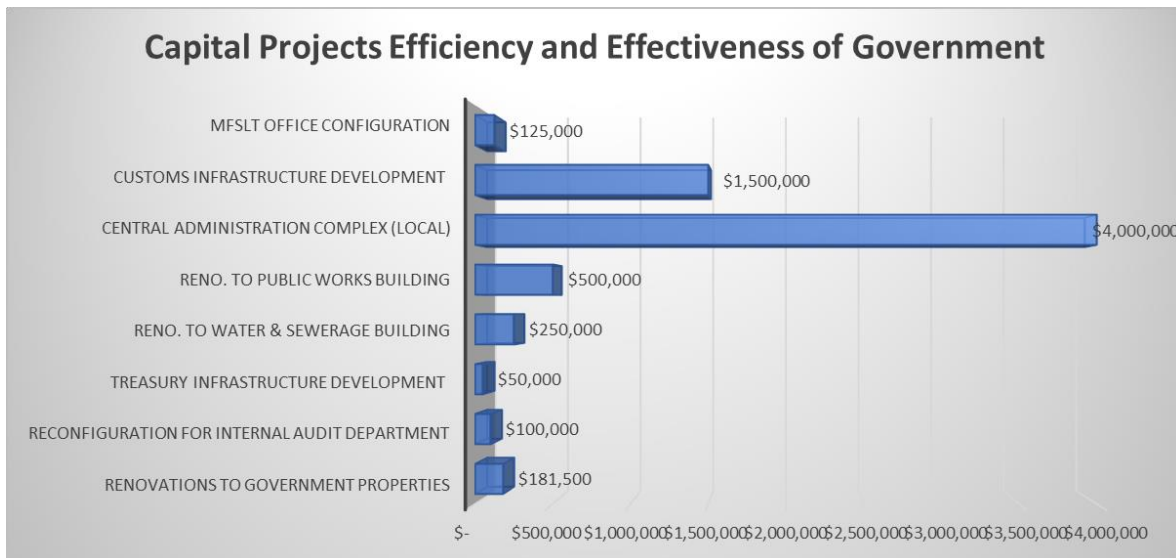


Figure 19: Capital Projects contributing to Efficiency and Effectiveness of Government

The following capital projects are dedicated to enhancing government infrastructure:

Renovations to Government Properties – \$181,500 Renovations will improve functionality and efficiency in government buildings, supporting effective service delivery. **Reconfiguration for Internal Audit Department** – \$100,000. This funding will support the Internal Audit Department’s structural improvements, enabling more effective financial oversight and compliance. **Treasury Infrastructure Development** – \$50,000 Investments in treasury infrastructure will strengthen financial management systems, supporting efficient resource allocation and fiscal responsibility. **Renovation of Water & Sewerage Building** – \$250,000 Improvements to the Water & Sewerage building will enhance operational efficiency within the public utilities sector. **Renovation of Public Works Building** – \$500,000 Enhancements to the Public Works building will support efficient project management and improved service delivery in public infrastructure. **Central Administration Complex (Local)** – \$4,000,000 Investment in the Central Administration Complex will support structural and technological upgrades, providing a modern and accessible government hub for public services. **Customs Infrastructure Development** – \$1,500,000 This project will enhance customs operations and improve border management, supporting trade, security, and revenue generation. Ministry of Financial Services, Economic Development and Digital Transformation - \$125,000

National Outcome 13 aims to create a more efficient and effective government that is responsive to the needs of its citizens. By enhancing public service delivery, improving data systems, and building global partnerships, the Virgin Islands will establish a strong foundation for sustainable development. These efforts will strengthen governance, improve public trust, and position the Virgin Islands as a well-organized and resilient government, capable of meeting the demands of a modern society.

National Outcome 14 - Constitutional Advancement

National Outcome 14: Constitutional Advancement

National Outcome 14 focuses on advancing constitutional reform and supporting the Virgin Islands' journey toward greater autonomy. Central to this outcome is the establishment of a Constitutional Review Commission tasked with engaging the public in meaningful discussions around constitutional change. This process includes a broad public education campaign and structured feedback mechanisms, ensuring that citizens are informed, involved, and empowered to shape the future of governance in the Virgin Islands. The ultimate goal is to foster an inclusive process that encourages self-determination, strengthens partnerships with the private sector and civil society, and supports effective governance.

National Strategies and Actions

Develop a Comprehensive Communication Strategy

Engaging the community in the constitutional review process requires an effective communication strategy. This strategy will promote transparency and facilitate public involvement by providing clear, accessible information on constitutional changes and potential steps toward greater autonomy. This initiative aims to foster a shared understanding of constitutional rights and responsibilities, building toward full self-determination by 2036.

Establish a Responsive Feedback Mechanism

To ensure continuous engagement, a feedback mechanism will be implemented, allowing for consistent communication with the public. This system will enable responsive interactions, especially through social media, ensuring that citizens receive timely updates and answers to their questions. The feedback mechanism will support meaningful dialogue between the commission and the community, reinforcing public trust and encouraging active participation.

Reform Governance and Support Community Development

This outcome will further the Virgin Islands' commitment to reforming governance by creating a more conducive environment for partnerships with the private sector, NGOs, and citizens. In addition, a policy to introduce a community development model will be finalized, supporting the formation of district councils. These councils will facilitate local decision-making, promoting innovation, creativity, and expertise from within the community.

Ministries and Priorities Contributing to National Outcome 14

Governor's Group As part of this outcome, the Governor's Group will oversee the finalization of renovations and upgrades to key governmental properties, including the Governor's residence and the Old Government House Museum, with a targeted completion date of December 31, 2025. These improvements reflect the broader goals of constitutional advancement by preserving historical sites that symbolize governance and heritage in the Virgin Islands.

National Outcome 14 represents a critical step in the Virgin Islands' path toward self-determination and constitutional reform. Through a well-structured Constitutional Review Commission, a comprehensive communication strategy, and community engagement, this outcome aims to foster an inclusive and participatory approach to governance. The establishment of feedback mechanisms and district councils will further enable citizens to shape their future, ensuring that constitutional advancements reflect the aspirations of all Virgin Islanders. By 2036, this outcome envisions a Virgin Islands that is fully self-determined, with a governance framework that reflects its unique identity, values, and goals.

National Goal 6: Environment: The Virgin Islands Embraces Environmental Sustainability for Sustainable Islands' Development.

Goal 6 of the Virgin Islands' National Sustainable Development Plan emphasizes the importance of environmental sustainability as essential to the islands' long-term growth and resilience. This goal seeks to protect and responsibly manage natural resources, promote sustainable consumption and production, and foster resilience to climate-related hazards. Recognizing the Virgin Islands' vulnerability to natural disasters and the effects of climate change, this goal includes strategies to reduce ecological impact, preserve natural heritage, and build adaptive capacities across all sectors.

National Outcomes

Goal 6 is organized around two outcomes, each addressing a critical component of environmental sustainability:

National Outcome #16: Environmental Sustainability

This outcome focuses on sustainable management of natural resources, promoting responsible consumption, and reducing the environmental footprint across sectors. Emphasis is placed on preserving ecosystems and fostering green and blue economic practices that balance growth with ecological responsibility.

National Outcome #17: Hazard Risk Reduction and Adaptation to Climate

Recognizing the Virgin Islands' vulnerability to natural hazards, this outcome aims to build resilience to climate change impacts, especially in sectors critical to economic stability. It prioritizes developing policies, legislative frameworks, and institutional capacities to adapt to climate risks and reduce future vulnerabilities.

Key Areas of Focus

Sustainable Management of Natural Resources

The Virgin Islands will prioritize sustainable use and conservation of its natural resources, ensuring all sectors, industries, and individuals share responsibility for environmental protection. Sustainable

consumption and production will be encouraged to foster resource efficiency, prevent waste, and support the economy's transition toward cleaner, more innovative production methods. The Virgin Islands will also pursue green and blue economic opportunities, promoting growth that is both competitive and environmentally sound.

Promoting Resource Efficiency and Innovation

This goal supports initiatives that enhance resource efficiency, waste management, and cleaner technologies. By focusing on sustainable production and innovation, the Virgin Islands can strengthen its economic competitiveness while reducing its ecological footprint. Investment in these areas will contribute to a diversified economy and support sustainable livelihoods, particularly in agriculture and fishing.

Building Climate Resilience

With high vulnerability to natural disasters such as hurricanes and earthquakes, the Virgin Islands prioritizes resilience-building measures to protect communities, infrastructure, and natural assets. The implementation of the National Climate Change Adaptation Policy will be accelerated, supported by a legislative and regulatory framework that enables effective ecosystem management and climate resilience. Ecosystem-based solutions will be essential in reducing vulnerability, safeguarding biodiversity, and enhancing the islands' resilience.

Climate Adaptation and Sector-Specific Resilience

Adaptation measures will be integrated into major economic sectors, including tourism, health, and education, to “climate-proof” the Virgin Islands' economy. By increasing knowledge of climate vulnerabilities in agriculture, fisheries, forestry, and disaster management, this goal ensures that adaptation pathways are informed and proactive. Small businesses in agriculture and fishing will also have access to micro- and medium-credit facilities, enabling innovation in climate adaptation practices.

Balanced, Sustainable Development Across Islands

Each of the 16 islands in the Virgin Islands has unique characteristics and comparative advantages. This goal promotes sustainable urban, rural, and community development tailored to the distinct needs and strengths of each island. Emphasis will be placed on reducing inequalities, fostering balanced economic growth, and building the competitiveness of individual islands, ensuring sustainable and inclusive development for all.

Goal 6 represents a commitment to environmental sustainability as a cornerstone of the Virgin Islands' future. By adopting strategies that protect natural resources, promote resilience to climate change, and foster sustainable economic practices, the Virgin Islands will build a sustainable foundation that benefits current and future generations. This goal ensures that environmental stewardship and adaptation to climate impacts are integrated into development planning, enabling the Virgin Islands to pursue sustainable growth and resilience across all its islands.

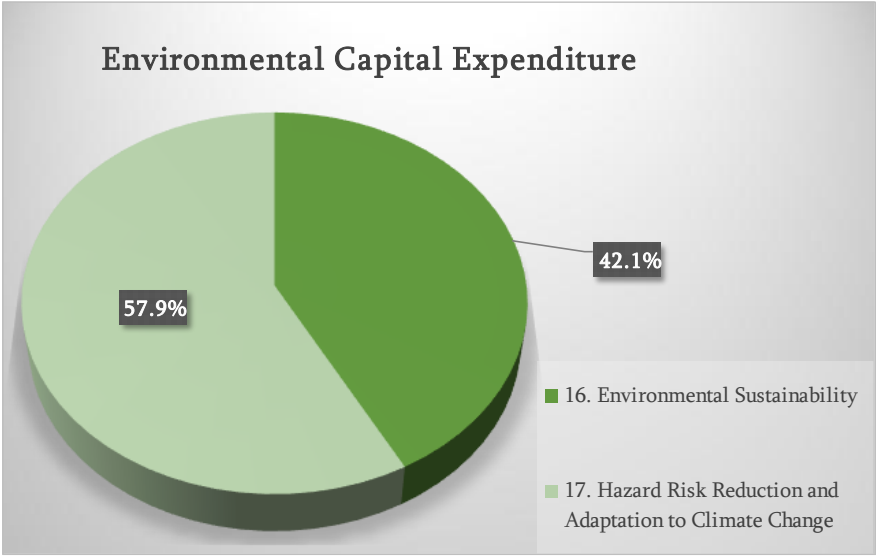


Figure 20: Share of capital expenditure impacting National Goal 6 Environment

National Outcome 16. Environmental Sustainability

National Outcome 16 centres on preserving and rehabilitating the Virgin Islands' natural environment to support sustainable development and enhance quality of life. Closely aligned with **National Goal 6: Embracing Environmental Sustainability for Sustainable Islands' Development**, this outcome seeks to build an environmentally resilient Virgin Islands by implementing strong governance frameworks, rehabilitating ecosystems, promoting sustainable consumption, and capitalizing on green and blue economies. By fostering sustainable practices across sectors, the Virgin Islands aims to reduce environmental impact, protect natural resources, and promote eco-friendly communities.

National Strategies

To achieve environmental sustainability, the Virgin Islands will implement a range of strategies that emphasize governance, innovation, and community engagement:

Enhance Governance for Environmental Sustainability

Strengthening the governance framework for environmental sustainability is crucial for establishing effective policies and regulations. By reinforcing institutional capacity and legislative support, the Virgin Islands can ensure that environmental standards are upheld across industries and communities, fostering long-term environmental stewardship.

Rehabilitate Degraded Ecosystems

Restoring degraded ecosystems will enhance biodiversity, support climate resilience, and protect essential resources. This strategy involves targeted restoration projects that address areas affected by human activity and natural degradation.

Support Natural Resource Valuation and Accounting

Understanding the economic value of natural resources is essential for effective environmental planning. By accounting for natural resources, the Virgin Islands can make informed decisions that balance economic development with conservation goals.

Promote Green Economy and Innovative Financial Instruments

Integrating green economy principles and exploring financial tools for environmental projects will enable sustainable growth. This includes attracting investments in ecosystem rehabilitation and supporting eco-friendly economic activities.

Capitalize on Blue and Green Economies

Leveraging blue and green economic opportunities is a key priority under this outcome and Goal 6. Sustainable development within marine and terrestrial sectors will provide economic benefits while preserving the natural environment. These initiatives will create jobs, support local businesses, and promote eco-tourism.

Advance Environmental Education and Carbon Footprint Reduction

Raising environmental awareness and educating the public on reducing carbon footprints will promote sustainable practices across the community. Through environmental education programs, residents and businesses can make informed choices that support conservation and climate action.

Foster Sustainable Consumption and Production

Encouraging sustainable consumption practices, such as recycling and waste reduction, aligns with initiatives like “trash to cash,” where waste materials are repurposed for economic value. This strategy aims to reduce landfill waste, lower pollution, and stimulate sustainable economic activities.

Develop Green, Accessible, and Liveable Communities

Promoting eco-friendly, pedestrian-friendly, and green communities is essential for improving quality of life while supporting environmental goals. By prioritizing green spaces and pollution reduction, the Virgin Islands will create accessible, sustainable urban and rural areas.

Ministries and Priorities Contributing to National Outcome 16

Ministry of Communication and Works (MCW) The MCW is committed to developing eco-friendly communities that incorporate green spaces, prioritize pedestrian accessibility, and reduce pollution.

This vision aligns with the broader goal of creating sustainable, liveable communities under National Outcome 16 and supports the Virgin Islands’ transition toward green and resilient infrastructure.

Capital Expenditures

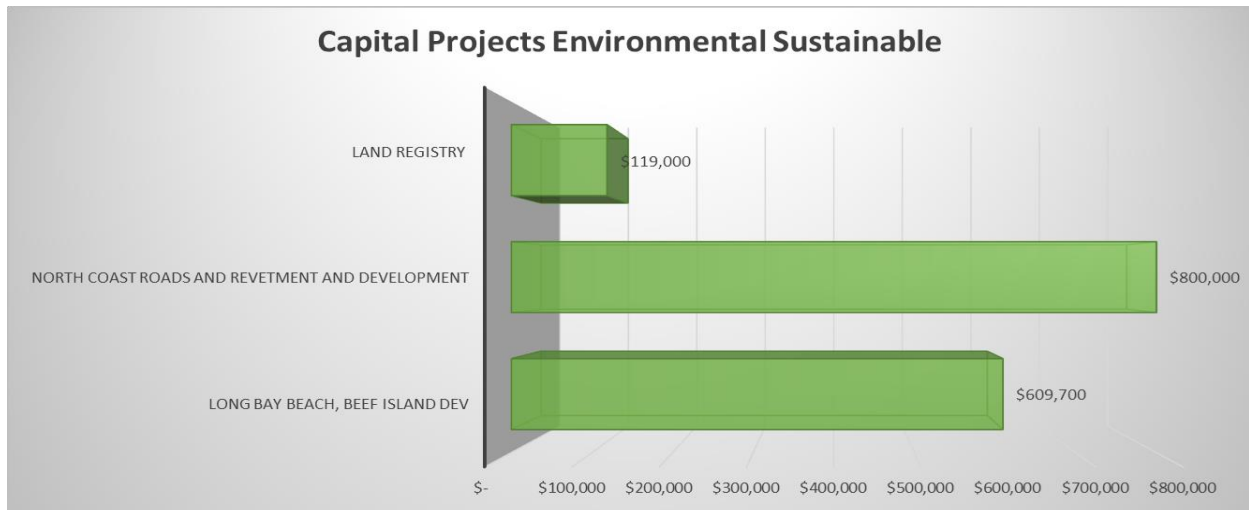


Figure 21: Capital Projects contributing to National Outcome 16

Key investments in environmental sustainability include:

Long Bay Beach, Beef Island Development – \$609,700 This project focuses on sustainable development along Long Bay Beach, promoting eco-tourism while preserving the natural environment. The initiative will enhance the area’s appeal as a natural destination, contributing to the green economy.

North Coast Roads and Revetment and Development – \$800,000 Investment in North Coast infrastructure aims to improve road resilience while minimizing environmental impact, supporting safe and sustainable access for residents and tourists.

Land Registry – \$119,000 Enhancing the Land Registry will support land management practices that consider environmental and conservation priorities, promoting sustainable development across the territory.

National Outcome 16 reflects a strong commitment to environmental sustainability, building on the priorities established in National Goal 6. Through initiatives that promote green and blue economies, rehabilitate ecosystems, and foster eco-friendly communities, the Virgin Islands aims to create a

resilient environment that supports sustainable economic growth and preserves natural resources for future generations. This outcome emphasizes the importance of governance, community engagement, and innovative financing in achieving a balanced approach to development, ensuring the Virgin Islands' environmental legacy remains vibrant and protected.

National Outcome 17. Hazard Risk Reduction and Adaptation to Climate Change

National Outcome 17 emphasizes reducing the Virgin Islands' vulnerability to natural hazards and enhancing resilience to climate change impacts. In alignment with **National Goal 6: Embracing Environmental Sustainability for Sustainable Islands' Development**, this outcome seeks to incorporate climate adaptation and disaster risk reduction into all levels of national planning. By adopting international frameworks, mainstreaming climate considerations in policy, and securing adaptation financing, the Virgin Islands aims to create a resilient and proactive approach to disaster preparedness and environmental sustainability.

As an island state, the VI is highly vulnerable to the effects of climate change – particularly tropical cyclones which includes hurricanes and storms, and excess rainfall. The frequency of natural disasters incidents, especially those from extreme weather events, are more likely to increase due to climate change. Given the far-ranging adverse impacts of climate change, adaptation must be an integral component of an effective strategy to address climate change, along with mitigation. Climate change increases risk, particularly for those who rely on weather patterns, agriculture, water, and other natural resources for their livelihoods. The magnitude, timing, and location of these climate impacts are inherently unpredictable, but the threats are not likely to be new; they will, in most cases, be magnifications of existing threats.

National Strategies

To achieve effective hazard risk reduction and climate adaptation, the Virgin Islands will implement the following strategies:

Adopt the Sendai Framework for Disaster Risk Reduction

The Sendai Framework provides a comprehensive, globally recognized approach to disaster risk reduction. By adopting this framework, the Virgin Islands commits to improving its capacity for disaster preparedness, risk assessment, and response. This approach will enable the territory to reduce losses and enhance community resilience to natural and human-made hazards.

Mainstream Climate Change in National Policies

Integrating climate change considerations into all national policies will ensure that the Virgin Islands addresses climate risks systematically. This strategy emphasizes incorporating adaptation and mitigation measures across sectors, from infrastructure and health to agriculture and education, fostering a climate-resilient society.

Approach Adaptation Finance with Short- and Long-Term Goals

Sustainable financing for climate adaptation is essential to support both immediate and future resilience needs. This strategy involves securing short-term funding for urgent climate adaptation projects while planning for long-term financial sustainability, ensuring that climate initiatives are well-resourced and effectively implemented.

Ministries' Priorities contributing to National Outcome 17

Governor's Group

The Governor's Group focuses on enhancing public estate resilience through SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) techniques and preventative maintenance practices. Regular testing, expansion, and upkeep of the Territorial Early Warning Systems will improve disaster readiness. In addition, the group will work to enhance community resilience programs, building response capacities at the local level and equipping communities with the tools needed to prepare for and respond to natural hazards effectively.

Ministry of Communications and Works (MCW) The MCW will develop and implement a comprehensive transition plan to renewable energy sources, reducing reliance on fossil fuels and promoting a healthier, environmentally friendly future. This transition supports climate adaptation by decreasing greenhouse gas emissions and enhancing energy resilience, aligning with broader goals of environmental sustainability and hazard risk reduction.

Capital Expenditures

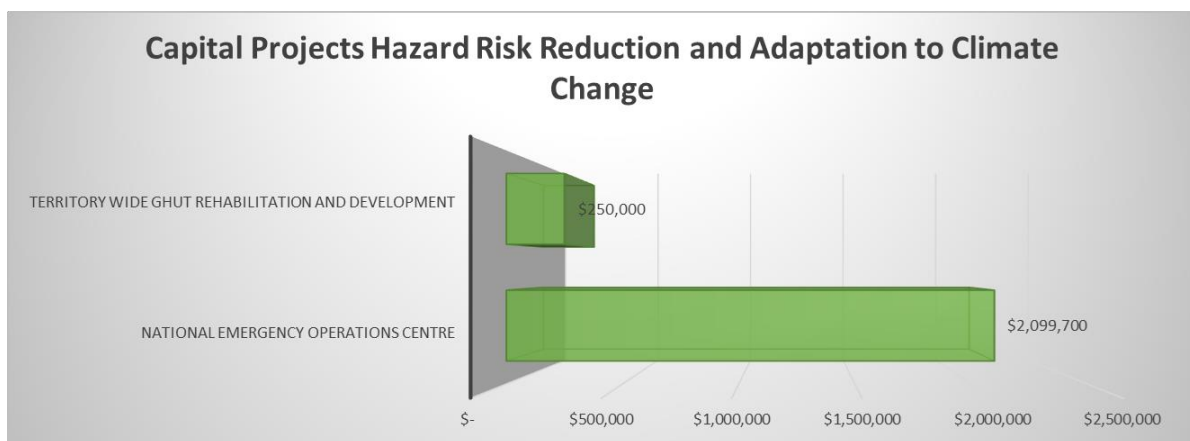


Figure 22: Capital Projects contributing to National Outcome 17

The following capital project supports hazard risk reduction and climate adaptation:

National Emergency Operations Centre – \$2,099,700 The development of a National Emergency Operations Centre (NEOC) will provide a centralized facility for coordinating disaster response and management efforts across the territory. The NEOC will serve as a command centre during emergencies, enabling effective coordination between agencies, timely resource allocation, and efficient response operations. This investment is essential for enhancing disaster preparedness and response capabilities, ensuring the Virgin Islands can manage hazards proactively and minimize impact on communities.

This National Outcome has an allocation of \$4.85M to the benefit of Hazard Risk Reduction and Adaptation to climate change. The majority of this is in the form of \$4.60M going towards the National Emergency Operations Centre (NEOC), which will ensure regular testing and upkeep of the Territorial

Early Warning Systems. Also, to ensuring an enhanced level of community plans and programs, building capacity at the community level.

National Outcome 17 represents a commitment to creating a resilient Virgin Islands capable of withstanding climate change impacts and natural hazards. By adopting the Sendai Framework, integrating climate change into policy, and securing adaptation finance, the Virgin Islands will build a robust foundation for hazard risk reduction. These efforts, complemented by capital investments in emergency infrastructure and renewable energy transitions, will protect lives, preserve natural resources, and contribute to long-term sustainable development. Through comprehensive planning and community engagement, the Virgin Islands is poised to become a leader in proactive climate adaptation and disaster resilience.