



IMPLEMENTATION PLAN

RECOMMENDATIONS FROM COMMISSION OF INQUIRY REPORT



APPENDIX C

IMPLEMENTATION PLAN FOR RECOMMENDATIONS FROM COMMISSION OF INQUIRY REPORT

Contents

I. Introduction and Background	3
Commission of Inquiry Process	3
Framework for Implementation of COI	3
Formation of Implementation Unit	4
Purpose of Implementation Plan	5
II. Implementation Framework.....	6
Roles and responsibilities of implementation actors	6
<i>Figure 1: Main Actors in Implementation of COI Recommendations</i>	<i>9</i>
Principles of Implementation Process	10
III. Objectives.....	10
Recommendations reframed as Objectives.....	11
<i>Table 1: COI Recommendations as Objectives.....</i>	<i>11</i>
Linkages to Public Sector Transformation and National Sustainable Development	14
<i>Figure 2: Linking COI Recommendations to PST and NSDP.....</i>	<i>14</i>
IV. Action Plans.....	15
Action Plans for each Objective	15
V. Funding the Plan	16
Recommendation Costings	16
<i>Table 2: Estimated Additional Costs of Implementing Recommendations.....</i>	<i>16</i>
Sources of Funding.....	19
VI. Monitoring, Evaluation and Reporting.....	20
MER Framework: Measuring Results	20
<i>Figure 3: Producing Results from the COI Recommendations</i>	<i>21</i>
<i>Table 3: Results by Recommendation/Objective</i>	<i>22</i>
Reporting	25
<i>Figure 4: Sample Form for Progress Reporting</i>	<i>25</i>
VII. Managing Risks	27
Risks associated with Action Plans.....	27
<i>Table 4: Risk Register</i>	<i>29</i>

APPENDIX C

LIST OF ACRONYMS

AuG	Auditor General
AGC	Attorney General's Chambers
BVI	British Virgin Islands
COI	Commission of Inquiry
DGO	Deputy Governor's Office
DPP	Director of Public Prosecutions
FIA	Financial Investigation Agency
GO	Governor's Office
HOA	House of Assembly
MCW	Ministry of Communications and Works
MEC	Ministry of Education, Culture, Youth Affairs and Sports
MER	Monitoring, Evaluation and Reporting
MHSD	Ministry of Health and Social Development
MNRL	Ministry of Natural Resources and Labour
MOF	Ministry of Finance
NSDP	National Sustainable Development Plan
OR	Other Reforms
PO	Premier's Office
PS	Permanent Secretary (Owners in Risk Register)
PS	Preparatory Steps (Recommendations/Objectives)
PST	Public Service Transformation
RVIPF	Royal Virgin Islands Police Force
UK	United Kingdom

APPENDIX C

I. INTRODUCTION AND BACKGROUND

By an instrument dated 19th January 2021, His Excellency Augustus J. U. Jaspert, the then Governor of the Virgin Islands appointed Sir Gary Hickinbottom as sole Commissioner to conduct an inquiry into:

- a. whether there was corruption, abuse of office or other serious dishonesty in relation to statutory, elected or public officials in the Virgin Islands in recent years;
- b. if there were such occurrences, what conditions allowed such conduct to take place and whether these conditions still might exist; and
- c. if appropriate, to make independent recommendations with a view to improving the standards of governance and the operation of the agencies of law enforcement and justice in the Territory.

The inquiry commenced immediately and Sir Hickinbottom submitted his completed Commission of Inquiry (COI) report to Governor John Rankin, CMG on 4th April 2022 for his consideration. Governor Rankin subsequently publicised the report on 29th April, 2022. The report highlighted very serious issues that indicated instances of corruption and abuse of office. The report made four primary recommendations and forty-five detailed recommendations aimed at rectifying systemic governance issues. One of the primary recommendations was that the United Kingdom (UK) Government consider a partial suspension of the BVI Constitution to allow the full implementation of whatever recommendations were accepted.

Framework for Implementation of the Recommendations

After a series of negotiations with the UK Government, the Government of National Unity proposed a **Framework for Implementation of the Recommendations of the Commission of Inquiry Report and Other Reforms** (the Framework). It offered a plan to implement three of the four primary, and all forty-five of the detailed recommendations, as well as other reforms, and seven preparatory steps for implementation. Crucially, this Framework proposed implementation without suspension of the Virgin Island's Constitution. The UK Government agreed to this Framework with clear agreed timelines for the Government of the Virgin Islands to meet.

The Framework required enhanced cooperation between the Governor's Office and Premier's Office (key implementing partners). To ensure a focused push in implementation of monumental proportions in a limited period, the Framework proposed an Implementation Unit be established to support the delivery of the COI Report recommendations.

The Government of National Unity is fully committed to expeditiously implementing all of the report's recommendations made by Sir Gary Hickinbottom, with the exception of *Recommendation A1: Temporary Partial Suspension of the Constitution*. Overall, the recommendations are aimed at strengthening weak areas of governance highlighted in the report. It is envisioned that the reform process will be completed over the course of two years in which the elected arms of Government, working in close cooperation with Governor Rankin, would remain under enhanced monitoring and supervision by the UK while the recommendations are implemented.

APPENDIX C

The actors responsible for delivering the COI Report recommendations include the Governor, Premier, Cabinet, Ministries of Government, and House of Assembly (HOA).

Formation of Implementation Unit

The Implementation Unit is a core team with relevant skillsets and a project-minded, urgent approach to delivering comprehensive and timely implementation. Central coordination allows implementation to occur efficiently by avoiding duplication of efforts, allowing for quick responses and corrective action, keeping monitoring and reporting central, and ensuring that communication is clear and timely. The Unit seeks to enhance the implementation process and assist Government Ministries and Departments to implement the recommendations in the most efficient and effective way possible.

The Unit was set up and staffed fully in the week of 15th August, 2022 and graciously housed by the Ministry of Finance, while the Premier's Office expands its office capacity. The Unit is staffed by a Director, two part-time technical experts, a research analyst, an administrative officer and an office generalist. The expertise of the Unit covers policy analysis and development, monitoring and evaluation, communication and community engagement, finance and procurement, programme design, and evaluation and auditing.

The specific terms of reference (TORs) for the Unit, as approved by Cabinet, include:

Planning

- Prepare a comprehensive Implementation Plan (the Plan) for approval by Cabinet which must include key activities required for the implementation of each recommendation;
- lead and support agencies for each activity including the Unit, start and end dates, required resources and indicators that will be used to measure progress; and
- Prepare a budget for the execution of the plan.

Implementation

- Provide technical support to Ministries during implementation, for example, for the development of new programmes and systems;
- Provide support to the Ministries in drafting policy directions that will be used by the Attorney General's Chambers in drafting legislation necessary to implement the recommendations;
- Provide information required for the preparation of Cabinet Papers relating to reforms including aiding in the drafting of policy papers;
- Review select internal and external audit reports that have been commissioned under the COI report with the objective of using the recommendations to enhance the delivery of improved governance systems;
- Identify what type of external expertise may be required and develop terms of reference and procurement documents as necessary to source this expertise; and
- Develop a relationship with other implementing actors to assist in coordinating the overall delivery of the COI recommendations.

APPENDIX C

Monitoring and Evaluation

- Develop a framework that will be used to monitor progress towards implementation of the Plan;
- Update the monitoring framework based on information and reports provided by implementing Ministries and Departments; and
- Prepare a separate report as required, highlighting any impediments to implementation which could cause slippage in meeting deadlines identified in the Plan.

Reporting

- Design monthly reporting templates that will be utilised by the Ministries to provide updates on key activities of responsibility;
- Assist in developing the format for quarterly reporting required under the Framework by statutory bodies;
- Provide monthly update reports to the Permanent Secretary in the Premier's Office on implementation of the Unit's work plan;
- Provide a monthly consolidated monitoring report to the PS in the Premier's Office based on updates from the Ministries and the deliverables included in the Plan; and
- Provide as required a list of current or potential issues to the PS in the Premier's Office that may impact the delivery of the Plan.

Communication

- Support the Government's communications' team in developing a communications strategy for updating the public on implementation progress and gaining feedback including modalities of communication such as dedicated website, social media, etc.; and
- Draft communication material that will be used by the Premier's Office to update the public on the status of implementation of the COI recommendations.

Purpose of Implementation Plan

This Implementation Plan is the guiding document for implementation of the COI recommendations. It contains Objectives (one for each Recommendation) as well as Action Plans for each Objective with specific actions, timelines, required resources and costs for implementation of the recommendations from the COI report, as well as additional related reform efforts.

The Implementation Plan also sets out the Framework for Monitoring, Evaluating, and Reporting on implementation of the COI recommendations, as well as a Risk Management Framework for identifying and managing risks to successful implementation.

This Implementation Plan ensures that all participants in this process have a comprehensive overview and in-depth understanding of the anticipated work involved in the implementation of the COI

APPENDIX C

recommendations, including the associated costings, timelines, resources and risks involved in effectively reforming the governance of our Territory.

II. IMPLEMENTATION FRAMEWORK

The responsibility for delivering reform will be shared by the Governor, Premier, Cabinet, Ministries of Government, and the House of Assembly (HOA) as the main actors in the process. Their respective roles, as agreed in the Framework for Implementation of the Recommendations of the Commission of Inquiry Report and Other Reforms (the Framework), are described below:

Governor:

- In partnership with the Premier, responsible for monitoring overall implementation process, work programme and implementation timetable over two-year period;
- Lead implementation of COI Report recommendations in his areas of constitutional responsibility;
- Appoint Independent Reviewers and Auditors;
- Conduct and publish quarterly reviews over the reform process;
- Facilitate requests for technical assistance and other resources of a specialised nature where appropriate;
- Address any escalated implementation delays (that cannot be legitimately explained) in conjunction with the Premier (and other relevant reform actors);
- Preview Government contracts worth \$100,000 or more until the new Procurement Act is passed and implemented and other relevant legislative and constitutional changes are made in relation to public financial management;
- Host tripartite meetings in conjunction with Premier; and
- Preview any intended sale of distribution of Crown Land before disbursement.

Premier:

- In partnership with the Governor, responsible for monitoring overall implementation process, work programme and implementation timetable over two-year period;
- Lead implementation of COI Report recommendations in his areas of constitutional responsibility;
- Ensure all agencies and departments in Government provide full support to Governor in the implementation of recommendations in the Governor's areas of Constitutional responsibility;
- As Minister of Finance, undertake a budget reprioritisation exercise to align the budget to support implementation of reforms for remainder of fiscal year 2022 and ensure that financial resources are allocated for 2023 to continue reform implementation;
- Address any escalated implementation delays (that cannot be legitimately explained) in conjunction with the Governor (and other relevant reform actors);
- Hosts Tripartite Meetings in conjunction with Governor; and
- As Leader of Government Business, drive the reform Legislative Agenda.

APPENDIX C

Cabinet:

- Agree and pass policies necessary to implement reforms, recognising the need for resource prioritization;
- Fully cooperate with all audits, investigations and reviews;
- Ensure immediate appropriate action in response to findings of wrong doing and misgovernance; and
- Commit to new procedures for tender, tender waivers, etc. and ensure that ministerial discretion does not override or circumvent agreed policies or laws.

House of Assembly:

- Pass all relevant legislation necessary for delivering reforms;
- Approve funding requests by the Office of the Auditor General, Internal Audit Department, all other reviewers, Royal Virgin Islands Police Force, Director of Public Prosecutions, Attorney General's Chambers; and
- Amend Standing Orders as required to achieve this objective.

Tripartite Meeting

The Tripartite Meeting provided guidance for the implementation of the COI recommendations. Its primary focus is to:

- Receive updates from the Implementation actors.
- Address implementation related challenges.
- Resolve issues that cannot be successfully addressed at the level of the Steering Committee.

The Terms of Reference for the Tripartite Meeting are attached at **Appendix A**.

Steering Committee – Government Senior Managers:

- Set the strategic direction and agree to the deliverables needed by each responsible agency to ensure delivery of the COI recommendations;
- Facilitate the submission of reports and cabinet papers related to the COI recommendations through the Implementation Unit. The membership of the Committee is as follow:
 - Permanent Secretary, Premier's Office – Chair
 - Attorney General, Attorney General's Chamber's
 - Financial Secretary, Ministry of Finance
 - Permanent Secretary, Ministry of Tourism, Culture and Sustainable Development
 - Permanent Secretary, Ministry of Environment, Natural Resources and Climate Change

APPENDIX C

- Permanent Secretary, Ministry of Financial Services Labour and Trade
 - Permanent Secretary, Communications and Works
 - Permanent Secretary, Health and Social Development
 - Permanent Secretary, Education, Youth Affairs and Sports
 - Permanent Secretary, Deputy Governor's Office
 - Director of Strategy – Office of the Governor
 - Deputy Governor – Advisor
- Ensure all Ministries, Departments and Statutory Bodies are on track with implementation activities and reports; and
 - Ensure Implementation Unit has full support of Ministries, Departments and Statutory Bodies and that the Implementation Unit fulfils its remit.

The Terms of Reference for the Steering Committee Meeting are attached at **Appendix B**.

Implementation Unit:

- Create and update the comprehensive implementation plan outlining the key activities for the implementation of each recommendation, the lead and support agencies for each activity, the timelines, progress indicators and required resources;
- Submit budget to fund the execution of the Plan;
- Support implementation activity, provide technical support for development of new programmes and systems, draft policy directions, prepare Cabinet papers, work with the Independent Reviewers appointed, work with the internal and external auditors, identify additional external expertise that may be required and ensure the ongoing, smooth execution of the Implementation Plan;
- Monitor and evaluate progress, compile and provide comprehensive reports; and
- Support the Government Communications team to advise the public about progress on implementation of the recommendations.

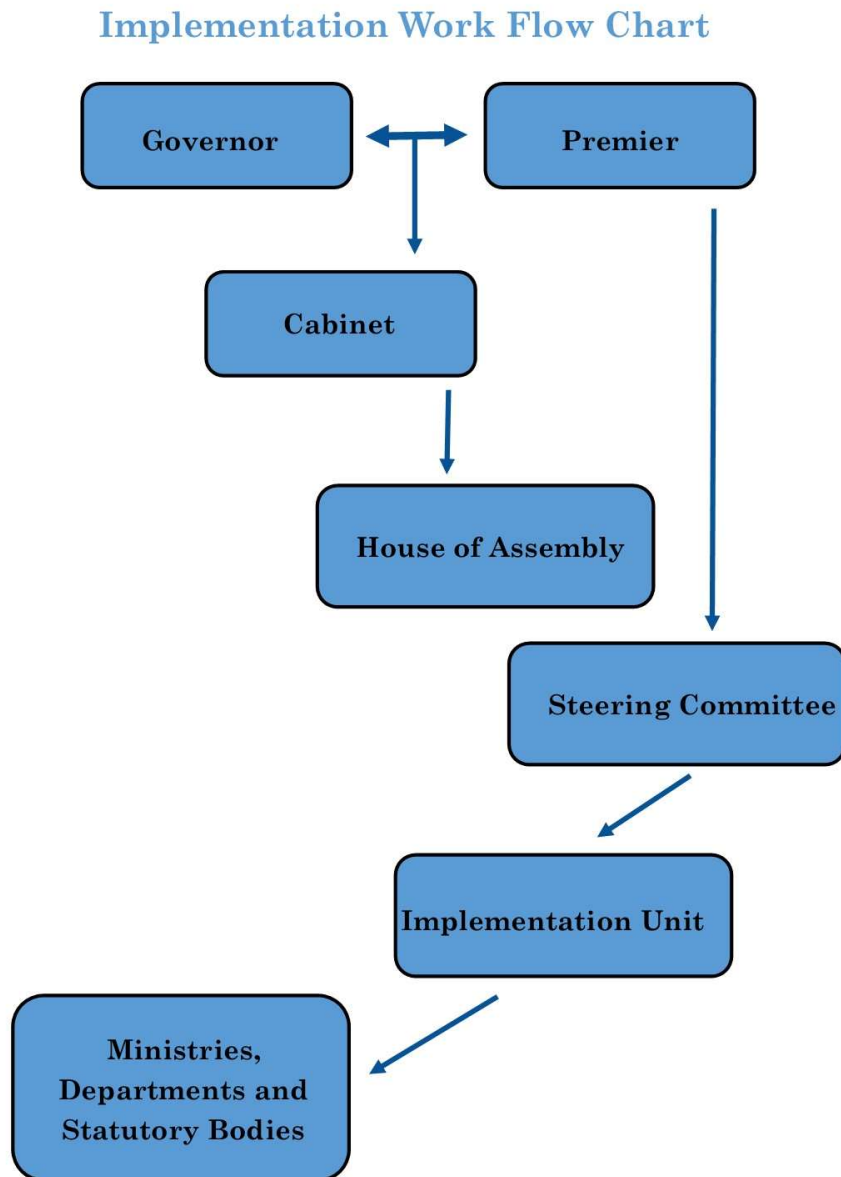
The Terms of Reference for the Implementation Unit are attached at **Appendix C**.

Ministries (including Departments and Statutory Bodies):

- Execute tasks and activities outlined in the Implementation Plan under their remit to ensure that recommendations are fully implemented; and
- Implement the reform policies agreed by Cabinet.

APPENDIX C

Figure 1: Main Actors in Implementation of COI Recommendations (NB the Tripartite Meeting is missing from Diagram)



APPENDIX C

Principles of Implementation Process

The Government of National Unity proposed a Framework for Implementation of the Recommendations of the COI Report, and other important reforms, under continued democratic governance. The Framework features enhanced monitoring and supervision of the elected arms of Government by the United Kingdom, as well as enhanced cooperation between the elected arms of Government and the Governor. The elements of this Framework are as follows:

Enhanced Monitoring

- Submission of monthly delivery reports by each Ministry and their departments for review by the Governor and Premier and their bilateral consultation on progress;
- Submission of quarterly updates by all statutory boards to the Premier and Governor for review; and
- Submission of written quarterly reports from all individuals leading reviews, investigations, and audits arising from the COI Report recommendations to the Governor. These will include evaluation of progress made and level of cooperation encountered.

Enhanced Supervision

- Mandatory pre-review by the Governor of any contract worth \$100,000 or more which the Government wishes to enter into before a contractual commitment is made, until further legislative amendments and constitutional changes are made in relation to public financial management; and
- Mandatory pre-review by the Governor of any intended sale or distribution of Crown Land before the transaction takes place, until further legislative amendments and constitutional changes are made in relation to the disposal of Crown Land.

Enhanced Cooperation

- Enhanced cooperation between the Premier's Office and Governor's Office through the establishment of an Implementation Unit by the Government to support the delivery of the COI Report recommendations;
- Monthly tripartite policy dialogue meetings between each Minister of Government, joined by the Premier, and their Permanent Secretaries, with the Governor; and
- Enhanced cooperation between the Governor, Cabinet Ministers, Attorney General and Cabinet Secretary in the preparation of Cabinet papers related to reform through the early circulation of draft Cabinet papers and pre-discussions before official submission of Cabinet Papers for Cabinet's consideration.

III. OBJECTIVES

The objectives of this Implementation Plan are derived from the forty-eight (48) recommendations of the COI Report, plus two additional categories of Other Reforms (OR) and Preparatory Steps (PrS), as contained in the Framework. As such, a total of forty-eight (48) plus sixteen (16) objectives are outlined below:

APPENDIX C

Table 1: COI Recommendations and Implementation Tasks as Objectives

COI RECOMMENDATIONS AND IMPLEMENTATION TASKS AS OBJECTIVES	
A02	Review the Constitution to determine if it enables the people of the BVI to meet their aspirations, including those in respect of self-government within the context of modern democracy.
A03	Review discretionary powers held by elected public officials, removing powers where unnecessary or, where considered necessary, ensuring they are exercised in accordance with clearly expressed and published guidelines.
A04	Review all areas of government based on audit timetable and prepare reports on appropriate areas.
B01	Review the Commissions of Inquiry Act and make recommendations designed to improve the conduct of Commissions of Inquiry in the BVI.
B02	Establish a system of Registration of Interests, open to public access, with effective provisions to require compliance.
B03	Properly formulate and cost a plan for implementation of Registration of Interests system to cover all persons in public life.
B04	Consider extension of Registration of Interests system to other public officials on an incremental basis.
B05	Amend the Constitution to make clear circumstances in which a person seeking election to, or a Member of the House is required to declare interest in contracts with Government.
B06	Amend Constitution to make clear whether the term “Government of the Virgin Islands” encompasses statutory bodies.
B07	Review welfare benefits and grants system.
B08	Cease House of Assembly Members’ and Government Ministries’ Assistance Grants.
B09	Reallocate assistance grants funds to Social Development Department for distribution.
B10	Review local district projects and develop open and transparent process for proper recording, assessment and monitoring of projects.
B11	Determine process for allocating grants for educational scholarships.
B12	Audit all grants made by House of Assembly Members for the last three years.
B13	Audit all four COVID-19 Assistance Programmes.
B14	Criminally investigate obstruction of the Internal Auditor by the Premier’s Office related to COVID-19 Assistance Programmes.
B15	Criminally investigate obstruction of Auditor General by Premier’s Office, related to COVID-19 Assistance Programmes.
B16	Consider amending the Audit Act to make a failure to cooperate with or otherwise impede Auditor General a criminal offence.
B17	Amend the Public Service Code and Service Commission Regulations to make failure to cooperate with the Auditor General or Internal Auditor an act of gross misconduct.
B18	Audit all major contracts considered by Cabinet.
B19	Include provision that there be no associated contracts, which together would trigger an open tender process, for all Government contracts and Include Internal Audit opinion in all proposed tender waivers to Cabinet.

APPENDIX C

COI RECOMMENDATIONS AND IMPLEMENTATION TASKS AS OBJECTIVES	
B20	Refer the SCB Harbour Development project to consider criminal investigation.
B21	Refer the VI Neighbourhood Partnership Project to consider criminal investigation.
B22	Audit all Claude Skelton-Cline Government contracts since 2019.
B23	Audit EZ Shipping-Government contracts concerning provision of radar barges since 2019.
B24	Review all Statutory Boards to determine overall level of governance and steps required to remedy any deficiencies.
B25	Review provisions under which statutory bodies are established and maintained.
B26	Establish overriding statute setting out framework for all statutory boards.
B27	Constitutional Review Commission to consider whether a Statutory Boards Commission should be responsible for selecting and revoking statutory board membership and monitoring internal policies and procedures.
B28	Develop Protocol for appointment and removal of statutory board members.
B29	Consider revoking any appointments to statutory boards made since 2019.
B30	Review processes for disposal of Crown Land.
B31	Audit all disposals of Crown Land over the last three years.
B32	Refer disposal of parcel 310 of Block 2938B for criminal investigation.
B33	Review processes for grant of residency and belonger status.
B34	Audit all applications for and grants of residency and belonger status under the Fast Track scheme.
B35	Drive forward Public Service Transformation Programme.
B36	Finalise Public Service Management Code or Act.
B37	Coordinate expenditure on training of public officers within the Department of Human Resources.
B38	Review law enforcement and justice systems.
B39	Vet all serving HM Customs and Immigration Department Officers.
B40	Investigate possible corruption within HM Customs.
B41	Consider ensuring RVIPF and other enforcement agencies have facilities and powers to prevent, monitor and detect crime.

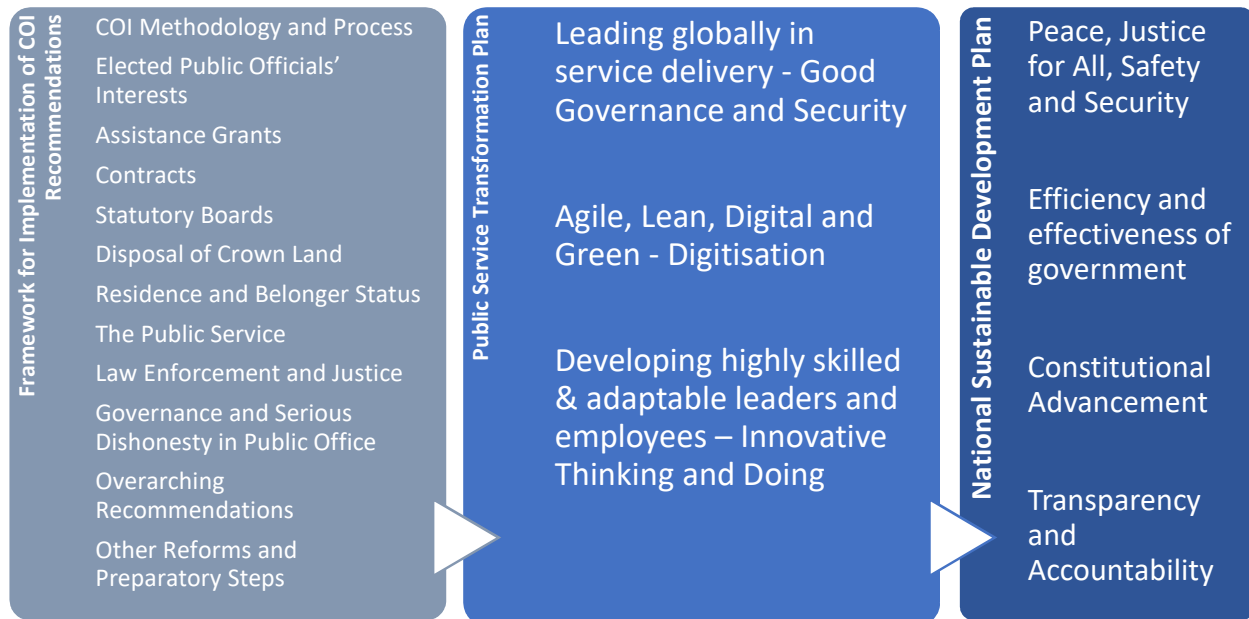
APPENDIX C

COI RECOMMENDATIONS AND IMPLEMENTATION TASKS AS OBJECTIVES	
B42	Review Criminal Procedure Rules to give courts modern case management powers.
B43	Consider revisions to Jury Act to increase size of jury pool and grant court wider powers to hear judge-only criminal trials.
B44	Consider building upon current initiatives for revising, consolidating and publishing in readily accessible form the laws of the BVI.
B45	Complaints Commissioner reports annually to Governor, Deputy Governor and House of Assembly.
OR1	Reform electoral process including campaign finance.
OR2	Reform Wickham's' Cay Land Leases.
OR3	COI Implementation Monthly Reports
OR4	Statutory Body Quarterly Reports
OR5	Independent Reviewers' Quarterly Reports
OR6	Mandatory Review by Governor of Contracts over \$100,000
OR7	Mandatory Preview of Sales/Distribution of Crown Land
OR8	Monthly Tripartite Meetings
PrS	Implement required mechanisms for successful implementation of COI Recommendations.
PrS1	Approve Terms of Reference of the COI Report Recommendations Implementation Unit
PrS2	Establish COI Report Recommendations Implementation Unit
PrS3	Develop overall work programme and implementation schedule for the delivery of the COI report recommendations to be monitored jointly by the Governor and Premier jointly
PrS4	Establish Reform Committee for the Office of the House of Assembly, in collaboration with the Premier's Office
PrS5	House of Assembly to develop legislative timetable for implementation of COI Report recommendations in consultation with Cabinet, the Premier and Governor.
PrS6	Develop Ministry Reform Implementation Plans for review by the Governor and the Premier.
PrS7	Continue implementation of new good governance legislation, including the Procurement Act, Contractor General Act and Integrity in Public Life Act.
PrS8	Expand capacity of Attorney General's Chambers in staffing, accommodation and technology to support reform process

APPENDIX C

These objectives have been linked to the Public Service Transformation Plan as well as the broader Draft National Sustainable Development Plan (NSDP) which was tabled in the House of Assembly on 2nd February, 2023 and launched on 27th February, 2023.

Figure 2: Linking COI Recommendations to Public Service Transformation and National Sustainable Development



APPENDIX C

IV. ACTION PLANS

*Please see attached at **Appendix D** a sample of the COI Implementation Action Plan in Report Format which is updated and submitted on a monthly basis.*

APPENDIX C

V. FUNDING THE PLAN

The Action Plans above have captured available information on the costs of implementing each of the objectives outlined. Many of the recommendations involve use of existing resources in the public service, whereas others require additional resources, which have been accounted for in each Action Plan.

A Summary Table of the costed items above is included here:

Table 2: Estimated Additional Costs of Implementing Recommendations

OBJECTIVES COSTING		
#	Objective	Cost
A02	Review the Constitution to determine if it enables the people of the BVI to meet their aspirations, including those in respect of self-government within the context of modern democracy.	\$490,000
A03	Review discretionary powers held by elected public officials, removing where unnecessary or, where considered necessary, ensuring they are exercised in accordance with clearly expressed and published guidelines.	\$15,000
A04	Review all areas of government based on audit timetable and prepare reports on appropriate areas.	\$135,000
B01	Review the Commissions of Inquiry Act and make recommendations designed to improve the conduct of Commissions of Inquiry in the BVI.	\$10,000
B02	Establish system of Registration of Interests, open to public access, with effective provisions to require compliance.	\$30,000
B03	Properly formulate and cost a plan for implementation of Registration of Interests system to cover all persons in public life.	B02
B04	Consider extension of Registration of Interests system to other public officials on an incremental basis.	B02
B05	Amend Constitution to make clear circumstances in which a person seeking election to, or a Member of the House is required to declare interest in contracts with Government.	\$5,000
B06	Amend Constitution to make clear whether the term “Government of the Virgin Islands” encompasses statutory bodies.	A02
B07	Review welfare benefits and grants system.	B09
B08	Cease House of Assembly Members’ and Government Ministries’	B09
B09	Reallocate assistance grants funds to Social Development Department for distribution.	\$2,214,532
B10	Review local district projects and develop open and transparent process for proper recording, assessment and monitoring of projects.	TBC

APPENDIX C

OBJECTIVES COSTING		
B11	Determine process for allocating grants for educational scholarships.	TBC
B12	Audit all grants made by House of Assembly Members for the last three years.	A04
B13	Audit all four (4) COVID-19 Assistance Programmes.	A04
B14	Criminally investigate obstruction of Internal Audit by Premier's Office related to COVID-19 Assistance Programmes.	\$484,000
B15	Criminally investigate obstruction of Auditor General by Premier's Office, related to COVID-19 Assistance Programmes.	B14
B16	Consider amending Audit Act to make a failure to cooperate with or otherwise impede Auditor General a criminal offence.	See AGC
B17	Amend Public Service Code and Service Commission Regulations to make failure to cooperate with Auditor General or Internal Audit an act of gross misconduct.	TBC
B18	Audit all major contracts considered by Cabinet.	See A04
B19	Include provision that there be no associated contracts which together would trigger an open tender process, for all Government contracts and Include Internal Audit opinion in all proposed tender waivers to Cabinet.	N/A
B20a	Refer SCB Harbour Development project to consider criminal investigation.	See B14
B20b	Refer VI Neighbourhood Partnership Project to consider criminal investigation.	See B14
B21a	Continue criminal investigation into Elmore Stouff High School Perimeter Wall Project	See B14
B21b	Continue criminal investigation into BVI Airways Project	See B14
B22	Audit all CSC-Government contracts since 2019.	See A04
B23	Audit EZ Shipping-Government contracts concerning provision of radar barges since 2019.	See A04
B24	Review all Statutory Boards to determine overall level of governance and steps required to remedy any deficiencies.	\$5,000
B25	Review provisions under which statutory bodies are established and maintained.	\$5,000
B26	Establish overriding statute setting out framework for all statutory boards.	See B25 & AGC
B27	Consider establishing Statutory Boards Commission responsible for selecting and revoking statutory board membership and monitoring	B25

APPENDIX C

OBJECTIVES COSTING		
B28	Establish Protocol for appointment and removal of statutory board members.	N/A
B29	Consider revoking any appointments to statutory boards made since 2019.	\$10,000
B30	Review processes for disposal of Crown Land.	\$10,000
B31	Audit all disposals of Crown Land over the last three years.	See A04
B32	Refer disposal of parcel 310 of Block 2938B for criminal investigation.	See B14
B33	Review processes for grant of residency and Belongership status.	\$5,000
B34	Audit all applications for and grants of residency and Belongership status under the Fast Track scheme.	See A04
B35	Drive forward Public Service Transformation Programme.	TBC
B36	Finalise Public Service Management Code or Act.	See B35 & AGC
B37	Coordinate expenditure on training of public officers within the Department of Human Resources.	N/A
B38	Review law enforcement and justice systems.	TBC
B39	Vet all serving HM Customs and Immigration Department Officers.	TBC
B40	Investigate possible corruption within HM Customs.	TBC
B41	Consider ensuring RVIPF and other enforcement agencies have facilities and powers to prevent, monitor and detect crime.	TBC
B42	Review Criminal Procedure Rules to give courts modern case management powers.	TBC
B43	Consider revisions to Jury Act to increase size of jury pool and grant court wider powers to hear judge-only criminal trials.	TBC
B44	Consider building upon current initiatives for revising, consolidating and publishing in readily accessible form the laws of the BVI.	\$384,400
B45	Complaints Commissioner reports annually to Governor, Deputy Governor	N/A
OR1	Reform electoral process including campaign finance.	TBC
PrS1	Terms of Reference of the COI Report Recommendations Implementation Unit Approved	N/A
PrS2	COI Report Recommendations Implementation Unit established	\$575,000
PrS3	Overall work programme and implementation schedule developed and delivery of the COI report recommendations monitored by Governor and Premier jointly (Includes general collaborative and overarching tasks)	See PrS2

APPENDIX C

OBJECTIVES COSTING		
PrS4	Reform Committee established by HOA, in collaboration with Premier's Office	TBC
PrS5	Legislative timetable for implementation of COI Report recommendations developed by HOA , in consultation with Cabinet, the Premier and Governor	N/A
PrS6	Ministry Reform Implementation Plans developed for review by the Governor and the Premier.	See PrS2
PrS7	Implementation of new good governance legislation continued , including the Procurement Act, Contractor General Act and Integrity in Public Life Act.	TBC
Gen	General Advice and Legislative Support from Attorney General's Chambers	\$1,107,647
	Accommodation	\$3,086,325
	Technology	\$40,700
	Total	\$4,619,072
	TOTAL	\$8,857,004

It is proposed that this Implementation Plan be funded through a combination of sources, namely:

1. Reallocation of resources from lower priorities within Ministries' existing budget allocations;
2. Technical assistance and funding from multilateral organisations including UNICEF for social protection initiatives; and
3. Use of available funding and technical assistance from UK Government, specifically for recommendations within Law Enforcement and Justice.

APPENDIX C

VI. MONITORING, EVALUATION AND REPORTING

Each recommendation represents an Objective of this Implementation Plan. A Monitoring, Evaluation and Reporting (MER) Framework has been designed to ensure that the objectives set out are met. Central to this MER Framework are specific indicators used to measure progress in implementing objectives. These include higher-level Status Indicators, as well as specific Output Indicators for each recommendation/objective.

MER Framework: Measuring Results

Overarching Status Indicators reported on a Monthly Basis:

Alongside specific output indicators demonstrating implementation which will be reported on a case-by-case basis, six (6) main overarching indicators will be reported on a monthly basis, thereby giving a macro-view of implementation progress. The six (6) overarching indicators provide a snapshot of implementation progress, and are listed below:

1. Number of Recommendations/Objectives 'Completed'
2. Percentage of Recommendations/Objectives 'Completed'
3. Number of Recommendations/Objectives 'In Progress (On Track or w Challenges)'
4. Percentage of Recommendations/Objectives 'In Progress (On Track or w Challenges)'
5. Number of Recommendations/Objectives 'Not Started (Future Timeline or Timeline Lapsed)'
6. Percentage of Recommendations/Objectives 'Not Started (Future Timeline or Timeline Lapsed)'

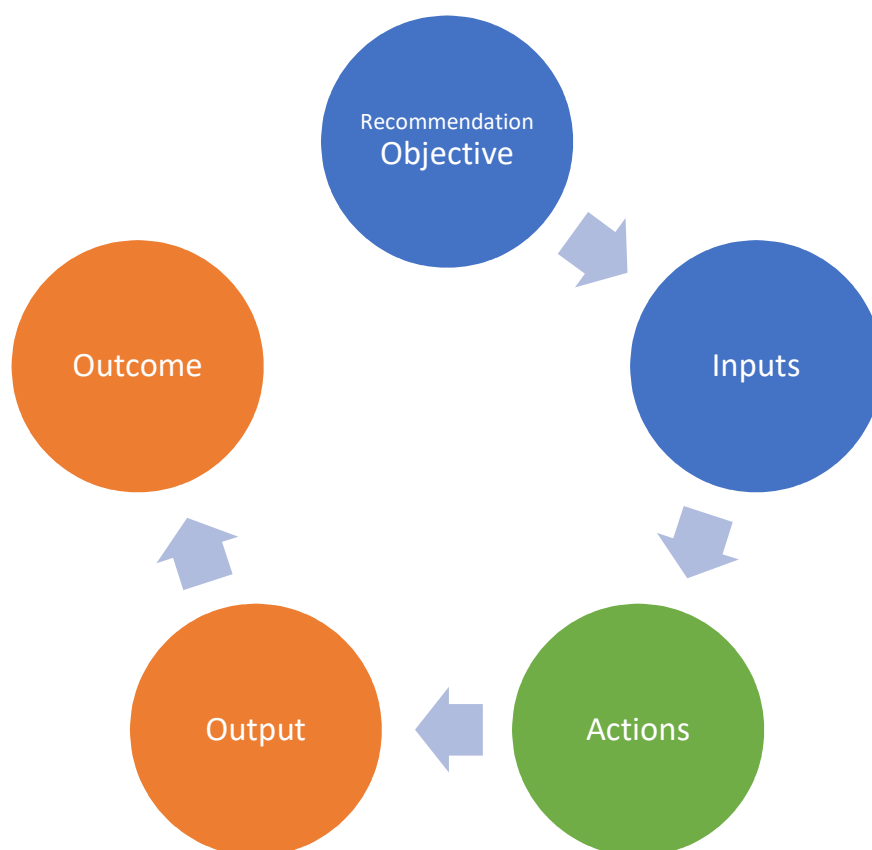
Specific Output Indicators for each Recommendation/Objective:

For simplicity, one (1) output indicator has been allocated to each recommendation, aimed at best measuring progress of implementing the recommendation. Depending on the specific recommendation/objective, this indicator may be aimed at measuring the quality of the process or the comprehensiveness of the result. For each output indicator, a baseline date and baseline value or status has been set, as well as a specific target date and target value or status (where relevant) which demonstrates implementation of the related recommendation.

Figure 3 below depicts the linkages between the Recommendation/Objective and the ultimate Outcome anticipated, based on a modified Results Chain. Output and Outcome-level results are represented in the MER Framework by Output indicators and Outcome statements.

APPENDIX C

Figure 3: Producing Results from the COI Recommendations



A key question which the designed MER framework for the COI Recommendations aims to answer is: “What will success look like?”. To best answer this question, the MER framework outlines the results expected to be achieved in the Reform process, at both Output as well as Outcome level. The Table below contains the fifty (50) output indicators that have been chosen as markers of success of implementation of the recommendation objectives. These indicators are also mapped to specific outcome statements expected to be achieved once the recommendations are implemented and the outputs are produced.

APPENDIX C

Table 3: Results by Recommendation/Objective

RESULTS BY RECOMMENDATION/OBJECTIVE				
	OUTPUT INDICATOR	Base	Target	OUTCOME STATEMENT
A2	Number of public consultations held on Constitutional Review	0	10	Overarching Recommendations implemented to facilitate improved governance
A3	Percentage of recommended legislative amendments on discretionary powers passed and implemented	0	100	
A4	Number of audit reports completed and published based on timetable	0		
B1	Percentage of recommended legislative amendments on COI Act passed and implemented	0	100	COI Methodology and Processes improved
B2	Percentage of elected officials whose interests have been registered and made public	0	100	Elected Public Officials' Interests published and better regulated
B3	Dollar value costing of plan to implement comprehensive Registration of Interests system			
B4	Number of consultations held on extension of system on an incremental basis	0	3	
B5	Constitution includes clarity on requirement to declare interests	No	In place	
B6	Constitution includes clarity on coverage of "Government of the Virgin Islands"	No	In place	
B7	Number of recommendations made on improving welfare benefits and grants system	0		Assistance Grants system fairer and more transparent
B8	Actual expenditure on Assistance Grants in House of Assembly	\$3M	\$0	
B9	Actual expenditure on Assistance Grants from Social Development Department	\$1M		
B10	Percentage of Ministry assistance grants pre-approved by Governor and Premier	0	100	
B11	Number of recommendations made on process for allocating grants for educational scholarships	0		
B12	Percentage coverage of completed audit on House of Assembly Members assistance grants		100	
B13	Number of COVID-19 Assistance Programmes subject to audit		4	
B14	Investigation Order issued	No	In place	

APPENDIX C

RESULTS BY RECOMMENDATION/OBJECTIVE				
	OUTPUT INDICATOR	Base	Target	OUTCOME STATEMENT
B15	Investigation Order issued	No	In place	
B16	Audit Act includes penalties for failure to cooperate or otherwise impeding Auditor General	No	In place	
B17	Public Service Code and Service Commission Regulations include penalties for failure to cooperate with Auditor General and Internal Auditor	No	In place	
B18	Percentage coverage of completed audit on major contracts considered by Cabinet		100	Contracts processes fairer and more transparent
B19	Percentage of Cabinet papers proposing a tender waiver that include Internal Audit opinion	0	100	
B20	Investigation Orders issued	No	In place	
B21	Investigation Orders issued	No	In place	
B22	Percentage coverage of completed audit of CSC-Government contracts since 2019		100	
B23	Percentage coverage of completed audit of EZ Shipping-Government contracts since 2019		100	
B24	Number of recommendations made in completed review report for all statutory bodies	0		Statutory Boards governance processes improved
B25	Number of recommendations made in completed review report on provisions for establishing and maintaining statutory bodies	0		
B26	Overriding statute in place for all statutory boards	No	In place	
B27	Statutory Boards Commission considered as part of Constitutional Review process	No	In place	
B28	Published Protocol in place for appointment and removal of statutory board members	No	In place	
B29	Number of statutory boards whose membership revamped	0		
B30	Number of recommendations made in completed review of processes for disposal of Crown Land	0		Disposal of Crown Lands

APPENDIX C

RESULTS BY RECOMMENDATION/OBJECTIVE				
	OUTPUT INDICATOR	Base	Target	OUTCOME STATEMENT
B31	Percentage coverage of audit of disposal of Crown Land over the last three years		100	fairer and more transparent
B32	Investigation Order issued	No	In place	
B33	Number of recommendations made in completed review of processes for grant of residency and belonger status	0		Residence and Belongership Status granting fairer and more transparent
B34	Percentage coverage of audit of applications for and grants of residence and belonger status under the Fast Track scheme		100	
B35	Percentage of initiatives under Public Service Transformation that have been completed			Public Service transformation and development advancing
B36	Public Service Management Code or Act finalised and in force	No	In place	
B37	Standardised processes for in-service training implemented by all Ministries	No	In place	
B38	Number of recommendations in completed review of law enforcement and justice systems	0		Law Enforcement and Justice institutions better able to ensure security and safety in Territory
B39	Percentage of serving HM Customs and Immigration Department Officers vetted by independent agency	0	100	
B40	Investigation Order issued	No	In place	
B41	Number of recommendations in completed review of RVIPF and other enforcement agencies' facilities and powers	0		
B42	Reviewed Criminal Procedure Rules in place	No	In place	
B43	Number of persons in Jury pool			
B44	Dollar value of funds allocated to Law Revision			
B45	Number of reports submitted to Governor and Deputy Governor by Complaints Commissioner	0		Governance and Serious Dishonesty in Public Office combatted through reforms
OR	Percentage of recommendations from General Elections Report 2019 enacted in revised Elections Act		100	Preparatory Steps and Other Reforms facilitate improved

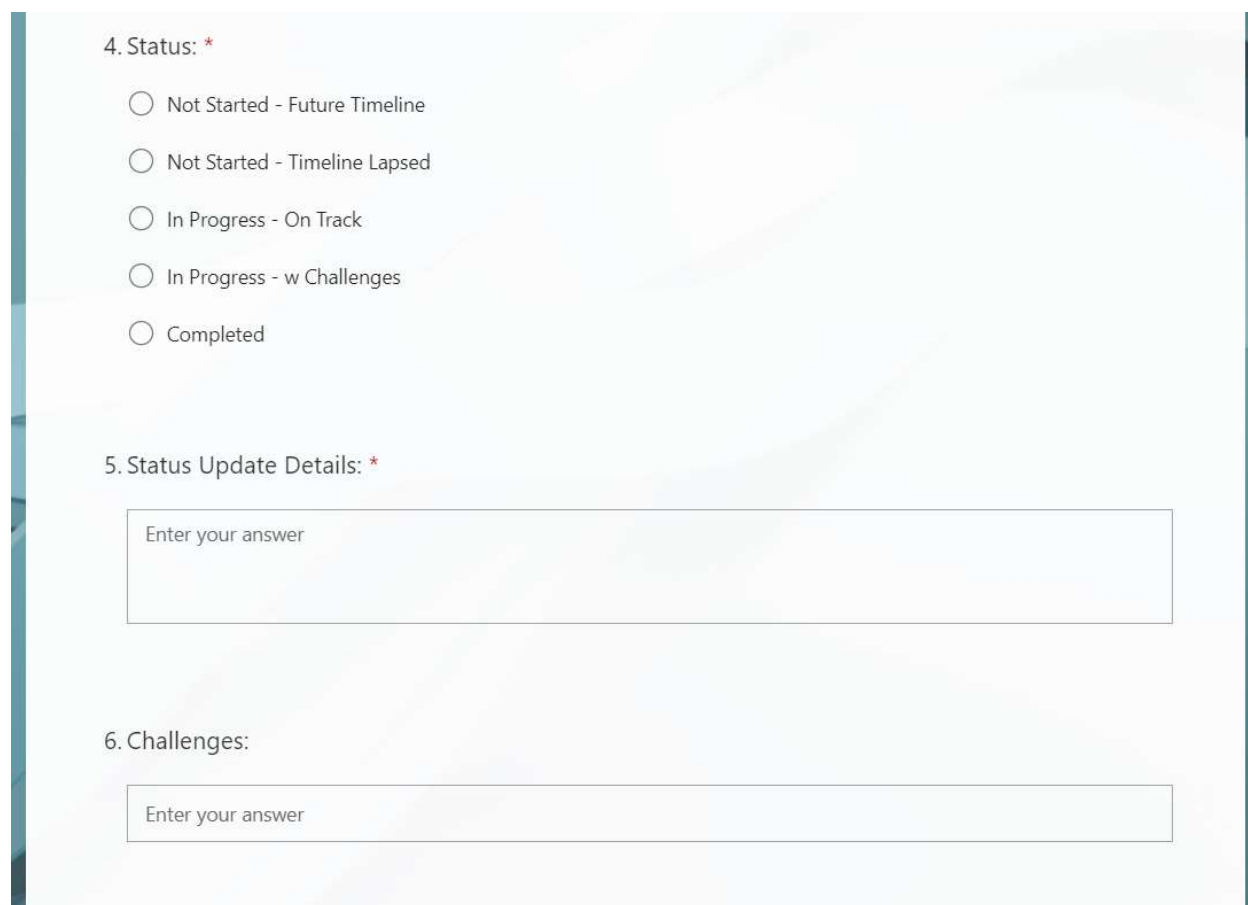
APPENDIX C

RESULTS BY RECOMMENDATION/OBJECTIVE				
	OUTPUT INDICATOR	Base	Target	OUTCOME STATEMENT
PS	Implementation Unit, Implementation Plan and Ministerial Plans in place	No	In place	governance in the Territory

Reporting

The MER Framework has been set up to readily track the output indicators enumerated above. Additionally, to keep track of progress, Progress Reports will be submitted on a monthly basis by each responsible implementation actor. These Monthly Progress Reports will be submitted to the Implementation Unit electronically, within five (5) working days of the end of the month, thereby facilitating data aggregation and reporting. The following Sample Form will be used for Monthly Progress Reports by implementation actors:

Figure 4: Sample Form for Monthly Progress Reporting



The image shows a sample form for monthly progress reporting. It is divided into three main sections: 4. Status, 5. Status Update Details, and 6. Challenges. Section 4 contains five radio button options. Section 5 has a text input field. Section 6 has a text input field.

4. Status: *

- ☐ Not Started - Future Timeline
- ☐ Not Started - Timeline Lapsed
- ☐ In Progress - On Track
- ☐ In Progress - w Challenges
- ☐ Completed


5. Status Update Details: *

Enter your answer

6. Challenges:

Enter your answer

APPENDIX C




COI Recommendations
Progress Report

* Required

Premier's Office

2. Action # (Based on Recommendation): *

3. Reporting Period (Select last day of relevant month): *



7. Next Steps to be Taken: *

8. Other Comments:

You can print a copy of your answer after you submit

Back

Submit

APPENDIX C

VII. MANAGING RISKS

A risk is anything that could potentially impact the successful delivery of the COI recommendations. As with the implementation of any project or initiative, delivery of the COI recommendations will be subject to carefully identifying, assigning, mitigating, and managing risks. These risks may be inherent to the nature of the actions to be taken set against the implementers, the reviewers, and the public that will be the ultimate beneficiary. Actions in and of themselves may have spinoffs that can generate their own set of risks. No matter the source of the risks, all stakeholders must be properly prepared to firstly recognise and accept the risks, and secondly, to proactively manage the risks so that any associated impacts are reduced, if not eliminated.

This section considers the Actions to be implemented under the Plan, the resources required to implement these Actions, the intended outcomes, and the relevant stakeholders (as described in preceding sections of this Implementation Plan), and enumerates potential risks to implementation and critically, how these will be managed. The major players owning the risks identified are included in the Risk Registers (see Tables 5 and 6 below). These risk owners are responsible for addressing the potential impacts highlighted in the Risk Register. An opinion on the expected success of the risk strategy is also included in the Risk Register. In this plan, two levels of risk are identified 1) risks that are likely to affect the entire process 2) risks that are specific to each action.

The Risk Registers provide an intuitive interface that allows for easy tracking of risks associated with each COI recommendation. Each risk is qualified by the following statistics which are colour-coded in the Risk Register:

- 1) the likelihood of the risk occurring if no mitigation measures are applied;

	Not likely to occur
	Likely to occur
	Very likely to occur

- 2) the severity or relative impact of the risk on delivery of the recommendation; and

	Low impact
	Medium impact
	High impact

- 3) an opinion on the expected success after applying the mitigation measures.

	Very successful
	May be successful
	Little to no success

APPENDIX C

A key feature of the Risk Registers is an opinion on the potential impact of the risk if no mitigation measures are adopted. While the impacts may not be exhaustive, they motivate the reader to consider the impacts and contemplate how these impacts, along with any others that may surface, will affect the success of implementing the particular recommendation. The Risk Registers further provides mitigation measures that are recommended for adoption to best manage, i.e. reduce or eliminate, the risk.

It is important to note that a Risk Register, or more holistically, a Risk Management Strategy, is not static, and may be updated as frequently as required when dynamics regarding the Implementation Plan are changed, more information is provided on the progress of the recommendations, or new strategies are highlighted and adopted. All considered, the Risk Registers are expected to improve delivery of the COI recommendations by anticipating and preparing for factors that may be working against success.

APPENDIX C

Table 4: Risk Register

Risk No.#	Description of Risk	Likelihood	Severity	Owner	Potential Impact of Risk	Mitigating Action	Expected Success
1	Insufficient capacity within COI Investigations Unit.			Commissioner of Police	Results in few successful convictions, and this undermines the credibility of the COI. Corrupt individuals feel as though they can't be held to account.	House of Assembly to approve request for additional resources once it reconvenes (end of May).	
2	Relevant expertise is unavailable to conduct reviews, due to specialist knowledge required or external commitments.			Premier & Governor	The delivery of reviews could be delayed and hence reforms are unable to progress or are not evidence-based.	Agencies, project management and administrative support to accelerate reviews as required. Implementation Unit and Governor's Office to provide additional oversight as required.	
3	The new Government may not focus sufficiently on COI.			Premier	Reforms do not progress to the implementation phase. An increased likelihood of additional Governor powers.	Governance put in place to help sustain momentum. Clear ownership is defined and a regular and open dialogue should be maintained. Briefings can be given to ministers as required.	

APPENDIX C

Risk No.#	Description of Risk	Likelihood	Severity	Owner	Potential Impact of Risk	Mitigating Action	Expected Success
4	Corrupt individuals attempt to undermine the COI.			Governor	Reforms fail to embed and corruption continues to take place at the expense of Virgin Islanders.	Government makes clear public commitment. Legislation on Integrity in Public Life and Whistleblowing are enacted. Allegations of obstruction are investigated.	
5	Difficulties in recruiting suitable candidates to priority roles for the reforms.			Deputy Governor	Slow progress.	Priority roles should be identified. HR processes should be timely and ensure that once appointed candidates start work as quickly as possible. Temporary resources are deployed as appropriate.	
6	The scale of legislative reform means that the Attorney General's Chambers has insufficient resource to support delivery.			Attorney General	Reforms fail to take root by May 2024.	Funding proposal submitted as part of Implementation Plan. Resources allocated to AG's Chambers. Consideration should be given to expediting vetting and HR and vetting processes.	
7	Communications fail to engage public in support for reforms.			Premier	Lack of community understanding of reforms. Limits the extent to which community members can benefit from some of the reforms.	Communications Plan should be put in place. Proposal for COI communications role to be allocated within Premier's Office. Governor's Office communications on Quarterly Reviews, audits, and hot topics continues.	

APPENDIX C

Risk No.#	Description of Risk	Likelihood	Severity	Owner	Potential Impact of Risk	Mitigating Action	Expected Success
8	The public service lacks the required culture of continuous improvement.			Deputy Governor	Insufficient capacity to sustain reforms.	Organisational Development should be placed at the heart of the public service. Human Resources processes are fit for purpose and the organisational structures are reflective of the need for continuous improvement.	
9	Insufficient resources are allocated to sustain reform in the future. Subsequent Government do not prioritise continuous improvement.			Premier	Issues of corruption and poor governance return.	New Government to agree resources and develop structures which are sustainable and can embed over the coming year. Policies and processes offer guidance for officers, and reforms can take root.	
10	A natural disaster or other environmental risk could occur.			Governor	Forces resources to be redeployed and reprioritised. Communication would become difficult and work on the delivery of the COI could stall.	A request is made to pause implementation in the event of an emergency, and ensure that reforms consider protection against corruption during emergencies. Frameworks and systems should be in place to cover expenditure during natural disasters.	
11	Lack of expertise or lack of co-operation.			Premier	Poor quality reviews or do not sufficiently address the questions. Advice on next steps to resolve issues identified by the COI is limited.	Terms of Reference for reviews should be made clear and agreed in advance. Additional reviews are conducted as necessary. Additional support sought.	

APPENDIX C

Table 5: Risk Register

Recomm. #	Risk ID	Description of Risk	Likelihood	Severity	Owner	Potential Impact of Risk	Mitigating Action	Expected Success
A2	R.A2.1	Inability to provide funding for support staff and members of the Commission.			Financial Secretary	Aggrieved support staff and members of the Commission.	Ministry of Finance to ensure that the required funding is included in the adjustment budget for 2022, and in subsequent budget estimates.	
A2	R.A2.2	Constitutional Review Commission does not present final report to the Premier and Governor by 30th July, 2023 with an 18-month extension.			PS, PO	Delayed future implementation of the results of the Review.	Commission must set milestones throughout the implementation period and ensure that it adheres to the target dates. PS, PO must be diligent at following up to ensure milestones are being met.	
A3	R.A3.1	Inability to provide funding for independent reviewer.			Financial Secretary	Independent reviewer may be averse to work without pay and may not complete the assignment.	Ministry of Finance to ensure that the required funding is included in the adjustment budget for 2022.	
A3	R.A3.2	Independent reviewer does not present completed report to the Governor by the 31st October, 2022			Governor	Delay in HOA enacting legislation pursuant to the report by the 15 April, 2023.	Governor must monitor milestones set by the independent reviewer to ensure that they are adhered to.	

APPENDIX C

Recomm. #	Risk ID	Description of Risk	Likelihood	Severity	Owner	Potential Impact of Risk	Mitigating Action	Expected Success
A3	R.A3.3	Attorney General does not finalise draft Bill to allow a timely debate by the HOA.			Attorney General	Delay in HOA enacting legislation pursuant to the report by the 15 April, 2023.	Governor must monitor the development of legislation by Attorney General.	
A3	R.A3.4	HOA does not legislate in accordance with the reviewer's report.			HOA	Ministers and Cabinet continue to have discretionary powers as per existing legislations.	Governor must monitor milestones set by the independent reviewer and the development of legislation by Attorney General.	
A4	R.A4.1	The independent unit(s) fails to complete investigations in accordance with the timetable established by the Auditor General.			Auditor General	Delay in the recovery of money, land or other assets and civil recovery.	Auditor General must monitor the progress of the investigations.	
A4	R.A4.2	Protracted time for criminal hearings and other recovery proceedings by the Courts or other governing body.			DPP	Delay in the recovery of money, land or other assets and civil recovery.	DPP to monitor Courts schedules and ensure timely hearings for cases.	
B1	R.B1.1	Cabinet fails to appoint suitable reviewer by 1st September, 2022.			Cabinet	Delay in the review and potential amendments to the Commissions of Inquiry Act.	Cabinet Secretary to ensure the required Cabinet Paper is on the agenda by the latest, 25th August, 2022.	

APPENDIX C

Recomm. #	Risk ID	Description of Risk	Likelihood	Severity	Owner	Potential Impact of Risk	Mitigating Action	Expected Success
B1	R.B1.2	Reviewer fails to complete review by 28 th February, 2023.			Governor	Delay in timely submission of drafting instructions being submitted to the Attorney General which may delay potential amendments to the Commissions of Inquiry Act being approved by HOA.	Governor to agree and monitor milestones set by the reviewer to ensure adherence.	
B1	R.B1.3	Deputy Governor's Office fails to submit drafting instructions on Commissions of Inquiry Act to the Attorney General's Chambers by 15th March, 2023			PS, DGO	The potential for the Attorney General not to complete drafting of the Bill to allow for debate by HOA by 31st August, 2023.	PS, DGO and PS, PO to ensure timely submission of drafting instructions to Cabinet.	
B1	R.B1.4	HoA amends the Commission of Inquiry Act in accordance with the recommendations of the review of the Act.			HOA	Delay in amendment of the Commissions of Inquiry Act.	Clerk of HOA to ensure the draft Bill is on the Order Paper by the required date to allow for its first reading.	
B2		None (Completed)						
B3	R.B3.1	Lack of adequate stakeholder engagement on the implementation plan.			PS, DGO	The potential for significant push-back from the affected stakeholders, which impact on the roll-out of the plan.	PS, DGO to develop and implement comprehensive stakeholder engagement plan on the proposed implementation plan.	

APPENDIX C

Recomm. #	Risk ID	Description of Risk	Likelihood	Severity	Owner	Potential Impact of Risk	Mitigating Action	Expected Success
B3	R.B3.2	Deputy Governor's Office fails to create implementation plan by 31st December, 2022.			PS, DGO	Delay in the extension of registration of interests to public officers, which will require consultations.	Governor to regularly monitor DGO's progress on creation of the implementation plan.	
B4	R.B4.1	Failure to establish an Integrity Commission by 31st December, 2022.			PS, DGO	Not defined.	PS, DGO to ensure an early commencement of the selection process and search for a location for its operation.	
B4	R.B4.2	Inability to provide funding for operations and staffing for the Integrity Commission.			Financial Secretary	The potential for improper functioning of the Integrity Commission.	Ministry of Finance to ensure that the required funding is included in the 2023 Budget Estimates, along with forward years.	
B5	R.B5.1	Reviewer fails to complete review of the practice of HOA Members contracting with the Government, including statutory boards by 31st December, 2022.			Governor	Delay in Cabinet's approval of the report and drafting instructions, and the AG's drafting of the Bill to be considered by HOA.	Governor must monitor milestones set by the Reviewer and ensure adherence.	
B5	R.B5.2	HOA fails to pass legislation in accordance with the recommendations of the review of the practice of HOA Members contracting with the Government by 30th June, 2023.			HOA	Delay in fulfillment of this important recommendation of the COI.	Clerk of HOA to ensure the draft Bill is on the Order Paper by the required date to allow for its first reading.	
B6		None						

APPENDIX C

Recomm. #	Risk ID	Description of Risk	Likelihood	Severity	Owner	Potential Impact of Risk	Mitigating Action	Expected Success
B7	R.B7.1	The wholesale review of the Virgin Islands welfare benefits and grants system, including HOA Members' Assistance Grants and Government Ministries' Assistance Grants is not completed by 30th November, 2022.			Governor	Delay in moving towards an open, transparent and single (or, at least, coherent) system of benefits, based on clearly expressed and published criteria without unnecessary discretionary powers.	Governor must monitor milestones set by the Reviewer and ensure adherence.	
B7	R.B7.2	COHSOD fails to finalise Social Protection Policy and Action Plan (Social Assistance Strategy) drafted by MHSD along with drafting instructions for supporting legislation by 31st December, 2022.			PS, MHSD	Delay in potential beneficiaries receiving the benefits based on the updated and modernised legislation.	PS, MHSD to establish and monitor milestones for finalising the Policy, Action Plan, and drafting instructions.	
B7	R.B7.3	HOA fails to introduce legislation in accordance with the recommendations of the wholesale review of the Virgin Islands welfare benefits and grants system by 15th June, 2023.			HOA	Delay in potential beneficiaries receiving the benefits based on the updated and modernised legislation.	Clerk of HOA to ensure the draft Bill is on the Order Paper by the required date to allow for its first reading.	
B8		None						
B9		None						
B10	R.B10.1	Failure to obtain buy-in from District Representatives on the proposed criteria for selecting, assessing and monitoring potential local district projects, including a strategy to determine who will best properly assess and monitor these project.			PS, MCW	Inability for proposed criteria to be adopted, and delay in the implementation of this COI recommendation.	Governor to establish a deadline for the adoption of modern criteria for selecting, assessing, and monitoring local district projects.	

APPENDIX C

Recomm. #	Risk ID	Description of Risk	Likelihood	Severity	Owner	Potential Impact of Risk	Mitigating Action	Expected Success
B11	R.B11.1	Panel fails to presents Report to Premier and Governor on scholarship/educational grants programme review by 31st October, 2022.			PS, MEC	Delay in the roll-out of a more open and transparent method for granting scholarships/educational grants which includes the proper recording, assessment and monitoring of the programme.	PS, MEC to establish and monitor milestones for completion of the report.	
B11	R.B11.2	Failure to obtain buy-in by Cabinet and other stakeholders on recommended mechanism.			PS, MEC	Delay in the roll-out of a more open and transparent method for granting scholarships/educational grants which includes the proper recording, assessment and monitoring of the programme.	PS, MEC to ensure the recommendations are supported by the relevant analyses and justification.	
B12	R.B12.1	The Auditor General, or some other independent person or body fails to complete the full audit and submit audit report to the Governor by 31st December, 2022.			Auditor General	Delay in initiation of any criminal investigations pursuant to the completed audit report.	Consider revising the End date of this recommendation, as audit reports should allow relevant personnel an opportunity to respond to the report.	

APPENDIX C

Recomm. #	Risk ID	Description of Risk	Likelihood	Severity	Owner	Potential Impact of Risk	Mitigating Action	Expected Success
B13	R.B13.1	The Auditor General, or some other independent person or body fails to complete the full audit and submit the audit report to the Governor by 31st March, 2023.			Auditor General	Delay in initiation of any criminal investigations pursuant to the completed audit report.	Consider revising the End date of this recommendation, as audit reports should allow relevant personnel an opportunity to respond to the report.	
B14		None (completed)						
B15		None (completed)						
B16		None (completed)						
B17		None (completed)						
B18	R.B18.1	The Auditor General, or some other independent person or body fails to complete full audit of all contracts in respect of major projects over the last three years, and submit report to Governor by 31st May, 2023.			Auditor General	Delay in audit report being laid at the HOA.	Auditor General to monitor audit targets and ensure adherence.	
B19		None (completed)						
B20		None (completed)						
B21		None (ongoing)						
B22	R.B22.1	The Auditor General, or some other independent person or body fails to complete full audit of government contracts with Claude Skelton Cline since 2019, and submit audit report to Governor by 31st December, 2022.			Auditor General	Delay in audit report being laid at the HOA.	Auditor General to monitor audit targets and ensure adherence.	

APPENDIX C

Recomm. #	Risk ID	Description of Risk	Likelihood	Severity	Owner	Potential Impact of Risk	Mitigating Action	Expected Success
B23	R.B23.1	The Auditor General, or some other independent person or body fails to complete the full audit of the government contracts with EZ Shipping concerning the provision of radar barges since 2019, and submit audit report to the Governor by 30th November, 2022.				Delay in audit report being laid at the HOA.	Auditor General to monitor audit targets and ensure adherence.	
B24	R.B24.1	Reviewer fails to completed the requisite review and submit completed report to the Premier and Governor by 31st December, 2022.			PS, PO	Delay in improvements of the operations of statutory boards relative to their obligations to Government.	PS, PO to establish and monitor milestones for completion of the report.	
B25	R.B25.1	Appointed senior jurist or attorney fails to completed the requisite review and submit completed report to the Premier and Governor by 31st December, 2022.			PS, PO	Delay in improvements of the operations of statutory boards.	PS, PO to establish and monitor milestones for completion of the report.	
B25	R.B25.1	Inability to provide funding to compensate senior jurist or attorney.			Financial Secretary	Senior jurist or attorney may be adverse to working without pay, and may not complete the assignment.	Ministry of Finance to ensure that the required funding is included in the adjustment budget for 2022.	
B26	R.B26.1	HOA fails to pass a statutory board statute incorporating the results of the review, by 31st October, 2023.			HOA	Delay in improvements of the operations of statutory boards.	Clerk of HOA to ensure the draft Bill is on the Order Paper by the required date to allow for its first reading.	
B27		None (completed)						
B28		None (completed)						

APPENDIX C

Recomm. #	Risk ID	Description of Risk	Likelihood	Severity	Owner	Potential Impact of Risk	Mitigating Action	Expected Success
B29	R.B29.1	Independent investigator fails to complete investigation and submit recommendations to the Governor by 31st December, 2022			Governor	Delay in recommendations being reviewed by Cabinet.	Governor to monitor milestones set by the Investigator and ensure adherence.	
B29	R.B29.2	Inability to provide funding to compensate the Independent Investigator.			Financial Secretary	Independent Investigator may be averse to working without pay, and may not complete the assignment.	Ministry of Finance to ensure that the required funding is included in the adjustment budget for 2022.	
B30	R.B30.1	Reviewer fails to complete the wholesale review and submit completed report to the Governor and the Premier by 31st December, 2022.			Governor	Delay in recommendations being reviewed by Cabinet and the anticipated target for passage of associated legislation by the HOA.	Governor to monitor milestones set by the Reviewer and ensure adherence.	
B30	R.B30.2	HOA fails to pass legislation in accordance with the recommendations of the review by 15th July, 2023.			HOA	Delay in addressing the concerns of the COI Report relative to an open and transparent system for disposing of Crown land.	Clerk of HOA to ensure the draft Bill in on the Order Paper by the required date to allow for its first reading.	
B31	R.B31.1	The Auditor General, or some other independent person or body fails to complete the full audit of all disposals of Crown Land, whether outright, by lease or otherwise, over the last three years, and submit the completed audit report to the Governor by 31st January, 2023.			Auditor General	Delay in audit report being laid at the HOA.	Auditor General to monitor audit targets and ensure adherence.	
B32		None						

APPENDIX C

Recomm. #	Risk ID	Description of Risk	Likelihood	Severity	Owner	Potential Impact of Risk	Mitigating Action	Expected Success
B33	R.B33.1	Reviewer fails to complete the review and submit the completed report to the Premier and Governor by 30th November, 2022.			PS, PO	Delay in recommendations being reviewed by Cabinet and the anticipated target for passage of amendments to the legislation by the HOA.	PS, PO to monitor milestones set by the Reviewer and ensure adherence.	
B33	R.B33.2	HOA fails to pass legislation in accordance with the recommendations of the review by 28 February 2023.			HOA	Delay in addressing the concerns of the COI Report relative to granting residency and belonging status.	Clerk of HOA to ensure the draft Bill is on the Order Paper by the required date to allow for its first reading.	
B34	R.B34.1	Auditor General, or some other independent person or body fails to complete the audit of all applications for grants of residency and belonging status under the Fast Track scheme, and submit the completed audit report to the Governor by 30th June, 2023.			Auditor General	Delay in audit report being laid at the HOA.	Auditor General to monitor audit targets and ensure adherence.	
B35	R.B35.1	Inability to provide funding to implement projects and initiatives under the Public Service Transformation Programme.			Financial Secretary	Inability of Ministries to effectively deliver the projects and initiatives under the Public Service Transformation Programme.	The PS, DGO must ensure that the Public Service Transformation Programme includes clear and realistic implementation target dates (budget cycles) and cost estimates. Each Ministry must include projects and initiatives under its portfolio as a part of its budget submission.	

APPENDIX C

Recomm. #	Risk ID	Description of Risk	Likelihood	Severity	Owner	Potential Impact of Risk	Mitigating Action	Expected Success
B36	R.B36.1	HOA fails to pass legislation in accordance with the recommendations of the review by 31st March, 2023.			HOA	Delay in legislating the new Public Service Management Code.	Clerk of HOA to ensure the draft Bill is on the Order Paper by the required date to allow for its first reading.	
B37	R.B37.1	Inability to provide any required funding for the training by HRD.			Financial Secretary	Delay or difficulties in delivering the required training.	Ministry of Finance to ensure that the required funding for the training is included in the adjustment budget for 2022.	
B38	R.B38.1	The Panel fails to complete the review of the law enforcement and justice systems, and submit the completed report to the Constitutional Review Commission by 31st March, 2023.			Governor	Results of the review not adequately included as a part of the Constitutional Review process.	Governor to monitor milestones set by the Panel and ensure adherence.	
B39		None						
B40		None						
B41	R.B41.1	Inability to fully fund all of the facilities and other ancillaries identified or recommended in the report.			Financial Secretary	The potential for RVIPF and other law enforcement agencies to not receive all of the facilities identified and recommended in the report.	The report must include a cost plan and phasing for procuring the recommended facilities and ancillaries. In addition, procurement of the facilities and ancillaries must be prioritised.	
B42	R.B42.1	HOA fails amend the existing legislation in accordance with the recommendations of the Director of Public Prosecutions to update the Criminal Procedure Rules by 15th March, 2023.			HOA	Delay in amendment to the Criminal Procedure Rules.	Clerk of HOA to ensure the draft Bill is on the Order Paper by the required date to allow for its first reading.	

APPENDIX C

Recomm. #	Risk ID	Description of Risk	Likelihood	Severity	Owner	Potential Impact of Risk	Mitigating Action	Expected Success
B43		None						
B44		None (Ongoing)						
B45		None						
OR.01	R.OR.01.1	HOA fails to amend existing legislation in consideration of the recommendations of the Supervisor of Elections' General Elections Report 2019, and the recommendations made by the Observer Mission, including those on campaign finance reform by 30th September, 2022.			HOA	May affect preparations for the upcoming elections which is constitutionally due by May 2023.	Clerk of HOA to ensure the draft Bill is on the Order Paper by the required date to allow for its first reading.	

Number	Risk Description (cause, event, consequence)	Risk Category	Proximity	Gross Likelihood	Gross Impact	Gross Risk Rating (autofills)	Mitigation Strategy (including timescales)	Residual Likelihood	Residual Impact	Residual Risk Rating (autofills)	Trend	Risk Owner	Progress in Implementing Mitigation Strategy	Last Updated (DD/MM/YY)	Status
1	Insufficient capacity within COI Investigations Unit results in slower progress on investigation, which undermines the credibility of the COI and causes frustration amongst the public.	Reputational	3-6months	Highly Likely	Severe	Severe	House of Assembly to approve request for additional resources once it reconvenes (mid-July).	Possible	Moderate	Moderate	→	Commissioner of Police	SAP approved. Recruitment underway, offers to fill seven vacancies.	7/28/2023	Active
2	Ministries are unable to sufficiently prioritise COI reforms, due to a lack of resources.	Reputational	0-3months	Possible	Severe	Severe	Governance put in place to help sustain momentum. Clear ownership is defined and a regular and open dialogue should be maintained. Clear plans have been requested, and it is important that resource is considered as part of these plans and as part of the budget setting process. Premier and Ministers demonstrate strong leadership and case for reform.	Unlikely	Severe	Major	↓	Premier	Premier and Governor have had initial meetings, and Premier has provided action plan on Residency and Belonger status. Ministerial action plans requested, and these should include people and resources required for delivery. The DG will continue to support PSs, making it clear that plans are required with sufficient detail.	8/4/2023	Active
3	Corrupt individuals attempt to undermine the COI.	Policy and Programme Delivery	3-6months	Possible	Severe	Severe	Government makes clear public commitment. Legislation on Integrity in Public Life and Whistleblowing are enacted. Allegations of obstruction are investigated.	Possible	Moderate	Moderate	↓	Governor	Additional funding for investigations as part of SAP. Leaders demonstrate good governance and promote transparency.	7/28/2023	Active
4	Delays in recruitment of suitable candidates to priority roles for the reforms results in overall slow progress.	People	3-6months	Likely	Major	Major	Priority roles should be identified. HR processes should be timely and ensure that once appointed candidates start work as quickly as possible. Temporary resources are deployed as appropriate. Clear plans for reform should be developed which set out when new resources are required.	Possible	Minor	Minor	→	Deputy Governor	Governor's Group COI meetings reconstituted with recruitment and blockages to delivery of recommendations standing agenda items.	8/4/2023	Active

APPENDIX C

Number	Risk Description (cause, event, consequence)	Risk Category	Proximity	Gross Likelihood	Gross Impact	Gross Risk Rating (autofills)	Mitigation Strategy (including timescales)	Residual Likelihood	Residual Impact	Residual Risk Rating (autofills)	Trend	Risk Owner	Progress in Implementing Mitigation Strategy	Last Updated (DD/MM/YY)	Status
5	The scale of legislative reform means that the Attorney General's Chambers has insufficient resource to support delivery. Reforms fail to take root by May 2024.	Policy and Programme Delivery	6-12months	Likely	Major	Major	Funding proposal submitted as part of Implementation Plan. Consideration should be given to expediting vetting and HR and vetting processes.	Possible	Moderate	Moderate	→	Attorney General	Proposal for framework for external legal support has been agreed by Cabinet (12 July). Governor to write to Attorney General.	8/4/2023	Active
6	Communications fail to engage public in support for reforms, and this results in a lack of accountability for leaders.	Strategy and Context	6-12months	Likely	Major	Major	Communications Plan should be put in place. Proposal for COI communications role to be allocated within Premier's Office. Governor's Office communications on Quarterly Reviews, audits, and hot topics continues. Consultation best practice guides have been shared with key stakeholders.	Possible	Moderate	Moderate	→	Premier	Draft Communications Plan produced by Implementation Unit but not adopted. Premier launched 'Government Business at its Best Strategy' in w/c 24 July.	7/28/2023	Active
7	The public service lacks the capacity to maintain continuous improvement and sustain reforms, and hence public do not experience substantive improvements.	Public Service Delivery and Operations	>12 months	Likely	Major	Major	Organisational Development should be placed at the heart of the public service. Human Resources processes are fit for purpose and the organisational structures are reflective of the need for continuous improvement.	Unlikely	Minor	Minor	↓	Deputy Governor	Public service transformation plan launched.	5/10/2023	Active
8	Reforms fail to take root due to insufficient commitment in future budgets. Subsequent Government do not prioritise reform and hence issues of corruption and poor governance return.	Financial and Fiduciary	>12 months	Possible	Major	Major	New Government to agree resources and develop structures which are sustainable and can embed over the coming year. Policies and processes offer guidance for officers, and reforms can take root.	Possible	Minor	Minor	→	Premier	House of Assembly has agreed additional resource as part of SAP process, however ongoing resource requirements will need to be considered as part of annual budget setting.	7/12/2023	Active

APPENDIX C

Number	Risk Description (cause, event, consequence)	Risk Category	Proximity	Gross Likelihood	Gross Impact	Gross Risk Rating (autofills)	Mitigation Strategy (including timescales)	Residual Likelihood	Residual Impact	Residual Risk Rating (autofills)	Trend	Risk Owner	Progress in Implementing Mitigation Strategy	Last Updated (DD/MM/YY)	Status
9	A natural disaster or other environmental risk could occur which forces resources to be redeployed and reprioritised. Communication would become difficult and work on the delivery of the COI could stall. This uncertainty and lack of focus could create new opportunities for corruption.	Strategy and Context	3-6months	Possible	Major	Major	A request is made to pause implementation in the event of an emergency, and ensure that reforms consider protection against corruption during emergencies. Frameworks and systems should be in place to cover expenditure during natural disasters.	Possible	Major	Major	↑	Governor	Exercises and tests have begun. Live drill postponed from early June.	5/10/2023	Active
10	Lack of expertise or lack of co-operation results in poor quality reviews or do not sufficiently address the questions. Advice on next steps to resolve issues identified by the COI is limited.	Strategy and Context	0-3months	Likely	Moderate	Moderate	Terms of Reference for reviews should be made clear and agreed in advance. Additional reviews are conducted as necessary. Additional support sought.	Possible	Moderate	Moderate	↓	Premier	Delivery plans from PSs expected at next Tripartite meeting w/c 17 July	7/12/2023	Active

APPENDIX A

TERMS OF REFERENCE FOR TRIPARTITE MEETING AND STEERING COMMITTEE MEETING

In order to deliver the implementation of the recommendations of the Commission of Inquiry, two structures were identified as follows:

- The Tripartite Meeting
- The Steering Committee Meeting

TERMS OF REFERENCE - Tripartite Meeting

Participants

Membership

The participants as outlined in the Framework for the Implementation of the Recommendations of the Commission of Inquiry Report and Other Reforms are the Governor, the Premier, the Ministers of Government and their Permanent Secretaries. The Deputy Governor, Director of Strategy - Governor's Office, the Financial Secretary and the Cabinet Secretary are also a part of this meeting.

Specific Roles of Members

Member	Role
Governor	Co-Chair Provides insight into areas falling within the Governor's responsibilities, and provides linkage to the UK Government and insight on their concerns, request etc.
Premier	Co-Chair Provides insight into the agenda, approach and commitments of the Government of the Virgin Islands
Ministers of Government	Provide remarks as requested and feedback, as needed, on the implementation process.
Deputy Governor	Serve as Co-Chair in the absence of the Governor; provide support to the Governor and guidance to senior managers.
Attorney General	Provide advice on legal implications and on the other services offered by/responsibilities of the Attorney General's Chambers

Cabinet Secretary	Provide guidance on matters with implications for the Cabinet. May assist with monitoring and evaluation of implementation of protocols, policies and legislation coming out of the COI effort.
Permanent Secretaries	Provide updates from respective Ministries and Statutory Boards on relevant aspects of the Implementation Plan.
Financial Secretary	Provide updates from the Ministry of Finance and advise on financial matters when they arise.
Director of Strategy, Governor's Office	Provide updates on relevant aspects of the Implementation Plan for the Governor's Office.

Attendees

1. Representatives of COI Implementation Unit. This Unit is responsible for recording the minutes of the meetings and for providing clarification on relevant matters as requested.
2. Additional representation from the Governor's Office at the discretion of the Governor to support the Governor in fulfilment of his role.

Quorum and other Guidelines

All members should be represented at each meeting. Commencement of the meeting requires a minimum attendance of ten (10) members.

Purpose

The purpose of the meeting is to provide guidance for the implementation of the COI recommendations. Its primary focus is to receive updates, address implementation-related challenges, and resolve issues that cannot be successfully addressed at the level of the Steering Committee.

Scope of work:

1. Manage the implementation process at the strategic level, inclusive of identification and management of strategic risks;
2. Ensure that the process of implementation of COI recommendations moves forward as smoothly as possible;
3. Receive and review monthly status reports;

4. Address delay management (this includes actions that can be taken to avoid or reduce delays, consideration of the reasons given for delay, identification of approaches to minimising or avoiding delays, provision of necessary additional resources (people, finances etc., also reassignment of persons, identification and agreement on additional tasks, structures, processes etc.);
5. Monitor and evaluate “higher level” risks that may need to be mitigated by either individual members of the meeting or collectively by members of the meeting;
6. Evaluate whether the implementation actions are enough to achieve resolution of the issues that specific recommendations were intended to address;
7. Determine if any additional actions need to be taken, additional goals identified etc.;
8. Consider and achieve consensus on any supplementary processes or structures that may be necessary, along with any required adjustments to existing processes or structures, which will be recommended to the Cabinet for approval.
9. Address any other implementation issues that are highlighted.
10. Assess if the implementation process and actions are resulting in the change in political and governance culture that was envisioned as a result of the implementation of the COI recommendations.
11. Celebrate achievements.

Relationships

- Receive monthly reports from the COI Implementation Unit.
- The Governor and Premier to receive monthly suggested agenda items from the Chairperson of the Steering Committee for consideration (the Chairperson is responsible for elevating matters from the Steering Meeting to the Tripartite meeting as may be agreed at the Steering Meeting from time to time).

Note: Actions coming out of the Tripartite meeting are documented by the COI Implementation Unit and communicated to the appropriate persons by either the COI Implementation Unit or the Chairman of the Steering Committee.

Other Responsibilities

- Receive minutes of previous meetings from the COI Implementation Unit before the current meeting, with a view to reviewing them for accuracy and following up on whether agreed actions have been taken.

Frequency of Meetings

Meetings will be held monthly. The Tripartite meetings will follow the Steering Committee meeting by at least one week (unless scheduling does not allow for this) in order to allow the Tripartite meeting to address any matters that have been elevated to it from the Steering Committee.

Documents relevant to conduct of Meeting

Several documents are relevant to the smooth conduct of the meeting and it is important that these documents are circulated in a timely manner. Documents will be circulated electronically and will follow the schedule below as closely as possible:

Document	Availability to meeting members
Agenda for Meeting	5 days in advance of upcoming meeting
Circulation of Minutes from previous meeting (action points to be highlighted)	5 days in advance of upcoming meeting
Papers for consideration	10 days in advance of upcoming meeting.

It should be noted that the agenda for the Tripartite Meeting is determined jointly by the Governor and the Premier and should then be finalised by the Permanent Secretary, Premier's Office and circulated by the COI Implementation Unit. The Agenda for the Tripartite may be drafted by the PS Premier's Office in collaboration with the COI Implementation Unit in order to ensure that it includes the matters being advanced to the Tripartite Meeting from the Steering Committee Meeting.

Frequency of Review of TOR

It is not anticipated that there will be a need to review the TOR. Given the challenging timelines associated with implementation of the recommendations, the focus will be on the implementation of the recommendations. Any aspects of the work of the Tripartite Meeting that may need to be adapted due to a changing understanding of what is required for the success of the implementation process may be highlighted during the Meetings and a decision made on how to proceed with the recommendations made.

Supporting Documents

1. British Virgin Islands Commission of Inquiry Report of the Commissioner the RT Hon. Sir Gary Hickinbottom Presented to His Excellency, John James Rankin CMG The Governor of the Virgin Islands 4 April 2022
2. Framework for Implementation of the Recommendations of the Commission of Inquiry Report and other Reforms

APPENDIX B

Terms of Reference**Implementation Unit – Commission of Inquiry Recommendations****Background**

Under Section 2 of the Commissions of Inquiry Act 1880 (Chapter 237 of the Revised Laws of the Virgin Islands) and in an instrument dated 19th January, 2021, His Excellency Augustus J. U. Jaspert, the then Governor of the Virgin Islands appointed Sir Gary Hickinbottom as sole Commissioner to conduct an inquiry (COI) into:

- a. whether there was corruption, abuse of office or other serious dishonesty in relation to statutory, elected or public officials in the (British) Virgin Islands may have taken place in recent years;
- b. if there were such information, to consider the conditions which allowed such conduct to take place and whether they may still exist; and
- c. if appropriate, to make independent recommendations with a view to improving the standards of governance and the operation of the agencies of law enforcement and justice in the Territory.

The inquiry commenced on 22nd January, 2021 and Sir Gary Hickinbottom submitted the completed COI Report to Governor Rankin Sir Gary Hickinbottom on 4th April, 2022 for his consideration. Governor Rankin subsequently made the report public on 29 April 2022. It highlighted very serious problems in governance across consecutive Government Administrations and several urgent issues that must be addressed. In total the report made 4 primary recommendations and 45 detailed recommendations aimed at rectifying systemic governance issues.

During May 2022, the Government of National Unity worked on a proposal to the United Kingdom (UK) Government on how to implement the recommendations outlined in the COI Report without imposed direct UK rule. Following ongoing discussions and negotiations with the UK Government, on 8th June, 2022 Governor Rankin announced in a joint press conference with the Premier Dr. the Hon. Natalio Wheatley that the UK will not at this juncture impose a partial suspension of the Virgin Island's Constitution. Instead, the Government under the "Framework for Implementation of the Recommendations of the COI Report and Other Reforms" (the Framework) will deliver the COI recommendations based on clear agreed timelines.

As part of enhanced cooperation between the Premier's Office and the Governor's Office (key implementing partners) an Implementation Unit (the Unit) will be established by the Government to support the delivery of the COI Report recommendations. This document outlines the terms under which the Unit will operate.

Purpose

The Framework provides for the establishment of a COI Report Recommendations Implementation Unit (the Unit) by Government to support the delivery of the COI Report recommendations as part of the enhanced cooperation between the Premier's Office and the Governor's Office¹. It is envisioned that a 'core team' of dedicated and qualified individuals will greatly facilitate the comprehensive and timely implementation of the recommendations. The 'core team' will focus on delivering those recommendations outlined in the Framework as the responsibility of Government and will do so by working very closely with relevant ministries, departments, and statutory boards, along with other implementing partners including the Governor, Cabinet Ministers, and House of Assembly members.

By engaging a 'core team' to facilitate and coordinate the implementation of the COI recommendations, which in certain aspects run across ministries, safeguards against duplication of efforts, allows for quick responses and corrective action if any bottlenecks or problems are encountered, centralises the monitoring and reporting of progress and facilitates better coordination and communication between responsible implementing parties.

The Unit will not usurp the responsibilities of the Government in their commitment to the implementation of the recommendations but instead enhance it permitting critical participation of ministries and departments.

Scope of Work

The Unit will be set up and staffed by 15th July, 2022 and will be responsible for facilitating the implementation of the recommendations that are contained in the Framework identified clearly as the responsibility of the Government. The Unit will coordinate with other implementing actors to ensure a holistic approach and smooth implementation of the reforms. The Unit will also play a key role in providing the information that will contribute to the enhanced monitoring modalities contained in the Framework².

The specific work of the Unit is as follows:

<u>Ref.</u> <u>#</u>	<u>Area</u>	<u>Role</u>	<u>Timeframe</u>
1	Planning		
1.1		Using the COI report, Framework document and information from meetings with relevant Government personnel, prepare a comprehensive implementation plan (the Plan) for approval by Cabinet which MUST include: <ul style="list-style-type: none"> • Key activities required for the implementation of each recommendation 	5 th August 2022

¹ See page 4 of the Framework first bullet point under Enhanced Cooperation.

² See page 4 of the Framework - Enhanced Monitoring.

<u>Ref.</u> #	<u>Area</u>	<u>Role</u>	<u>Timeframe</u>
		<ul style="list-style-type: none"> • Lead and supporting agencies for each activity including the Unit • Start and end dates³ • Indicators that will be used to measure progress • Required resources 	
1.2	Planning (continued)	Following consultation with Ministries, including the Ministry of Finance, prepare a budget for approval by Cabinet that will fund the execution of the Plan.	5 th August 2022
1.3		Based on the Plan, develop monthly Unit work plans to be approved by the Permanent Secretary (PS) in the Premier's Office.	monthly
1.4		Assist Ministries, as required, in developing their work plans for delivery of recommendations under their purview.	ongoing
2	Implementation		
2.1		Provide technical support to ministries during implementation, for example, for the development of new programmes and systems.	ongoing
2.2		Provide support to the Ministries in drafting policy directions that will be used by the Attorney General's Chambers in drafting legislation necessary to implement the recommendations.	ongoing
		Provide information required for the preparation of Cabinet Papers relating to reforms including aiding in the drafting of policy papers.	ongoing
		Review select internal/external audit reports that have been commissioned under the COI report with the objective of using the recommendations to enhance the delivery of improved governance systems.	ongoing
		Identify what type of external expertise may be required and develop terms of reference and procurement documents as necessary.	ongoing
		Develop a relationship with other implementing actors and assist in coordinating the overall delivery of the COI recommendations.	ongoing

³ These shall take into consideration the deadlines identified in the Framework proposal. If the Unit perceives these cannot be met (with a demonstrated rationale) a new deadline should be proposed for discussion at the Cabinet level.

Ref. #	Area	Role	Timeframe
3	Monitoring and Evaluation	Develop a framework that will be used to monitor progress towards implementation of the Plan.	15 th August
		Update the monitoring framework based on information and reports provided by implementing ministries and departments.	monthly
		Prepare a separate report as required highlighting any impediments to implementation which could cause slippage in meeting deadlines identified in the Plan. This will allow such issues to be rectified with a measure of timeliness and efficiency.	ongoing
4	Reporting	Design monthly reporting templates that will be utilised by the Ministries to provide updates on key activities of responsibility. The template shall be able to be easily consolidated to allow for reporting at the recommendation level as well as at the ministry level.	15 th August
		Assist in developing the format for quarterly reporting required under the Framework by statutory bodies.	TBD
		Provide monthly update reports to the PS in the Premier's Office on implementation of the Unit's work plan.	monthly
		Provide a monthly consolidated monitoring report to the PS in the Premier's Office based on updates from the ministries and the deliverables included in the Plan.	monthly
		Provide, as required, a list of current or potential issues to the PS in the Premier's Office that may impact the delivery of the Plan.	ongoing
	Communication	Support the Government's communications' team in developing a communications strategy for updating the public on implementation progress and gaining feedback, including modalities of communication such as dedicated website, social media etc.	5 th August
		Draft communication material that will be used by the Premier's Office to update the public on the status of implementation.	ongoing

Reporting Requirements

The Framework document contains strict delivery deadlines and monthly reporting requirements. Therefore, timely reporting by the Unit is of utmost importance. The Unit is required to prepare the following standard reports:

	Report	Frequency
1	Consolidated Report on progress towards implementation of the Plan based on an agreed format.	Monthly
2	Report on the accomplishment of the Unit's specific work programme based on an agreed format.	Monthly
3	Report identifying key issues (current and potential) associated with implementation and suggested remedies. Indicating whether such issues will affect the overall delivery of a recommendation within the agreed timeframe.	As required

Confidentiality

During the conduct of work, members of the Unit may be privy to confidential information. In the execution of their duties, they will be required to take an oath of confidentiality and any breaches will be addressed based on guidance from the Attorney General's Chambers.

Tenure of the Implementation Unit

The Unit shall be in operation initially for a period of six months (in the first instance) commencing 15th July, 2022 – 14th January, 2023 with the possibility for subsequent extensions following an internal review. The review will be conducted by the Permanent Secretary in the Premier's Office one month before the expiration of the six-month period with respect to the work completed, additional work that needs to be done and whether the services of the Unit are still required and recommend an appropriate extension, if required. A recommendation will be made to the Cabinet for their review and approval.

Human Resource Requirements for the Unit

The implementation of the COI recommendations will be led by a competent cadre of persons identified from within Central Government as well as statutory bodies. Persons may be seconded to the Unit. If the appropriate expertise does not exist within the Public Service or statutory bodies or is unavailable to form the 'core team', such expertise may be acquired from within the Virgin Islands.

The following expertise will be required within the Unit and form part of the 'core team'. The 'core team' will be made up of three to five persons who possess jointly the following expertise:

- policy analysis and development;
- monitoring and evaluation;
- communications and community engagement;

- human resources management;
- finance and procurement;
- administrative support; and
- programme design, evaluation, and audit

Other key knowledge areas and key competencies of the 'core team' include, but are not limited to, the following:

- Knowledge of BVI laws especially those relating to the conduct of public services;
- Understanding of current government processes and systems;
- Excellent written and oral communication skills;
- Strong knowledge of Microsoft Office applications – Word, Excel, Project, and PowerPoint;
- Excellent project management skills; and
- Track record for developing and implementing programmes and projects.

During execution of its duties, the Unit may be required to recruit expertise from outside Government or the Territory. When formulating its work plan, the Unit will identify what additional human resources will be required and with guidance from the Ministry of Finance, secure the services and expertise needed (note that approvals for additional resources will be made when the Plan and the budget are approved by the Cabinet). Additional persons from within Ministries will be utilised as required and this will be clearly articulated in the Plan.

Detailed job descriptions will be developed for each role within the Unit subsequently.

Organisational Chart of Implementation Unit and Reporting Lines

The appointed Unit head will report directly to the Permanent Secretary in the Premier's Office and will be responsible for managing the deliverables of the Unit and the other members.

APPENDIX C

TERMS OF REFERENCE - COI Implementation Steering Committee

ParticipantsMembership

The participants are the Deputy Governor, Attorney General, Financial Secretary, Permanent Secretaries and Director of Strategy, Governor's Office.

Summary of Specific roles of members (note the roles listed are not exhaustive)

Title	Role
Permanent Secretary, Premier's Office	Chairperson
Deputy Governor	Adviser
Attorney General	Member. Provide legal guidance
Permanent Secretaries /Financial Secretary	Members. Provide updates on COI implementation activities and challenges
Director of Strategy, Governor's Office	Member. Provide updates on implementation activities and challenges as well as reporting the activities of the Steering Committee back to the Governor

Attendees

Representatives of COI Implementation Unit. This Unit is responsible for recording the minutes of the meetings, and for providing clarification on relevant matters as requested.

Additional representation from the Governor's Office at the discretion of the Governor to support the Governor in fulfilment of his role.

Specialist/Working Groups

The Steering Committee may agree to invite persons with special expertise to the meetings to provide/receive information, guidance and advice, to develop strategies, report on progress on implementation of specific actions etc. The communications strategy team is expected to be present at every Steering Committee meeting unless otherwise decided by the Steering Committee.

Quorum and other Guidelines

It is required that all members, or their representatives, attend each meeting. In the absence of the Chairperson, a designated chairperson will be appointed for those particular meetings. The meeting can begin once a minimum of seven (7) members are present.

Purpose

The purpose of the Committee is to facilitate regular status updates on the progress made by Ministries in implementing the recommendations of the Commission of Inquiry. It serves to coordinate activities pertaining to implementation, identify and tackle challenges that arise during the process and escalate matters to the Tripartite meeting when they cannot be resolved at the Ministry level.

Scope of Work

1. Coordinate the implementation process at the operational level inclusive of identification and management of operational risks;
2. Provide and discuss updates on the status of the implementation of the COI Recommendations inclusive of information on challenges being faced;
3. Discuss possible solutions to the challenges identified;
4. Identify actions that need to be addressed as collaborative efforts across Ministries and identify how the collaboration would work;
5. Identify specific matters that need to be escalated to the Tripartite meeting for action (base of Tripartite agenda). Committee may also suggest decisions that would resolve the matters identified;
6. Agree on the approach to policy development and ensure that appropriate policies are drafted based on what is required as a result of implementation of recommendations;
7. Discuss and agree on how action plans will be developed out of the reviewers' reports and how these plans will be implemented;
8. Discuss challenges that need to be addressed that are outside the control of the Steering Committee and identify how and from whom assistance could be obtained;
9. Assess whether implementation of the specific actions as stated in the implementation plan is enough to achieve the new culture, or approach that was envisioned by the COI report;
10. Manage any delays or risks that can be addressed with the authority and resources of the members of the Steering Committee;

11. Identify any matters that would benefit from an intervention by the Deputy Governor or the Cabinet and determine how such matters would be advanced.
12. Approve a communications strategy and oversee its successful implementation.

Relationships

- Receive comprehensive monthly reports prepared by the COI Implementation Unit. These reports are submitted to the Permanent Secretary, Premier's Office for onward distribution to the Governor and Premier before being made available to the public.
- Report indirectly to the Governor and Premier on a monthly basis by submitting monthly reports to the COI Implementation Unit by the fifth of the current month.

Note: Actions coming out of the Tripartite meeting are documented by the COI Implementation Unit and communicated to the appropriate persons by either the COI Implementation Unit or the Chairman of the Steering Committee. Similarly, actions coming out of the Steering Committee meeting are documented by the COI Implementation Unit and communicated to the appropriate persons by either the COI Implementation Unit or the Chairman of the Steering Committee.

Other Responsibilities

- Review minutes of previous meetings from the COI Implementation Unit in advance of each meeting, to ensure their accuracy and follow up on the implementation of previously agreed-upon actions.

Documents relevant to conduct of Meeting

Several documents are relevant to the smooth conduct of the meeting and it is important that these documents are circulated in a timely manner. Documents will be circulated electronically and will follow the schedule below as closely as possible:

Document	Availability to meeting members
Agenda for Meeting	5 days in advance of upcoming meeting
Circulation of Minutes from previous meeting (action points to be highlighted)	5 days in advance of upcoming meeting
Papers for consideration	10 days in advance of upcoming meeting

Submission of potential agenda items to PS Premier's Office	10 days in advance of upcoming meeting
---	--

It should be noted that the agenda for the Steering Meeting is determined by the Permanent Secretary Premier's Office and circulated by the COI Implementation Unit. Members of the meeting wishing to contribute items for consideration for placement on to the agenda of the upcoming Steering Meeting should do so 10 business days in advance of the upcoming meeting.

Frequency of Review of TOR

It is not anticipated that there will be a need to review the TOR. Given the challenging timelines associated with implementation of the recommendations, the focus will be on recommendation implementation. Any aspects of the work of the Steering Meeting that may need to be adapted due to a changing understanding of what is required for the success of the implementation process may be highlighted during the Meetings and a decision made on how to proceed with the recommendations made.

Supporting Documents

1. British Virgin Islands Commission of Inquiry Report of the Commissioner the RT Hon. Sir Gary Hickinbottom Presented to His Excellency, John James Rankin CMG The Governor of the Virgin Islands 4th April, 2022
2. Framework for Implementation of the Recommendations of the Commission of Inquiry Report and other Reforms

APPENDIX C

APPENDIX D



COI Implementation Unit

IMPLEMENTATION OF THE RECOMMENDATIONS OF THE COMMISSION OF INQUIRY REPORT AND OTHER REFORMS

REPORT FOR THE MONTH OF JULY 2023

CONSTITUTIONAL REVIEW						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION A2						
A02.01	Cabinet proposes a revised Constitutional Review Committee. Final membership to be jointly agreed by the Governor and Premier. <i>Deadline: 30 June 2022</i>	Premier's Office	Completed		-	-
A02.02	Constitutional Review Commission presents draft Terms of Reference to the Premier and Governor for joint sign-off. <i>Deadline: 30 June 2022</i>	Premier's Office	Completed		-	-
A02.03	Premier's Office identifies and confirms location for operations and funding for support staff and members of the Commission. <i>Deadline: 30 June 2022</i>	Premier's Office	Completed		-	-
A02.04	Constitutional Review Commission presents final report to Premier and Governor by 30th June, 2023 (or in 18 months if granted extension). <i>Deadline: 30 June 2023</i> <i>Extended Deadline: 31 December 2023</i>	Premier's Office	In Progress - on track	Installation of the video conferencing equipment has been completed to facilitate meetings held by the Commissioners on 24 th July, to 28 th July, 2023.	-	-

CURTAILMENT OF OPEN-ENDED DISCRETION						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION A3						
A03.01	The Governor commissions an independent review of discretionary powers held by Ministers of Government and Cabinet, with a view to removing the powers where they are unnecessary; or, where they are considered necessary, ensuring they are exercised in accordance with clearly expressed and published guidelines. Deadline: 1 July 2022	Governor’s Office	Completed		-	Deadline extension requested for 15th April 2023.
A03.02	Independent reviewer presents completed report on discretionary powers to Governor and Premier which includes recommendations for required legislative changes. Deadline: 31 October 2022	Governor’s Office	Completed	Ms. Anthea Smith submitted her report on 13 th March, 2023. The paper was submitted to Cabinet on 13 th April, 2023. The report was tabled in the House of Assembly on 17 th April, 2023.		
A03.03	HOA legislates in accordance with the reviewer’s recommendations on discretionary powers held by public officials. Deadline: 31 December 2022 Extended Deadline: 15th April, 2023	Premier’s Office/House of Assembly	Not Started – Timeline Lapsed	This action was dependent on A03.02 completion.		New Deadline Extension Requested to 31st January 2024.

AUDITS AND INVESTIGATIONS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION A4						
A04.01	The Auditor General provides an initial report preparing a timetable for audit of appropriate areas to the Governor. Deadline: 1 June 2022	Governor’s Office	Completed		-	-
A04.02	The Governor oversees review of all areas of Government by the Auditor General, together with other independent persons or bodies instructed by her to assist. Deadline: None Stated	Governor’s Office	Completed		-	-
A04.03	The Governor establishes one or more independent unit(s) to conduct investigations, as directed by the Auditor General, and to be responsible for taking steps to secure money, land or other assets pending criminal and/or civil confiscation and/or recovery proceedings, if appropriate. They should also be responsible for civil recovery. Deadline: None Stated	Governor’s Office	In Progress – On Track	Clarified wording agreed by AG’s Chambers, Governor’s Office and Premier’s Office in March. The Governor’s Office worked with RVIPF on a proposal for strengthening current capacity for police. SAP due with HoA in July. All audits completed to date as part of COI recommendations have been forwarded to the Commissioner of Police, DPP and Attorney General.	There are two sections to the action: 1. the capacity for conducting investigations has been progressed through the addition of police officers working on COI inquiry related investigations. 2. Capability for pursuing the recovery of assets is less clear.	Financial recovery being pursued. Deadline to be set for the establishment of a unit for recovery.

COMMISSION OF INQUIRY ACT						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B1						
B01.01	Cabinet appoints a suitable reviewer to review the Commissions of Inquiry Act 1880 with a remit to make recommendations designed to improve the conduct of Commissions of Inquiry in the Virgin Islands and bring the Act into line with modern practices adopted by other Common Law jurisdictions. Appointment subject to joint agreement by the Premier and Governor. Deadline: 1 September 2022	Premier’s Office	Completed			-
B01.02	Reviewer completes review of Commissions of Inquiry Act and submits report to Governor and Premier for onward submission to Cabinet. Deadline:28 February 2023	Deputy Governor’s Office/Premier’s Office	Completed		-	Report to be submitted to Cabinet.
B01.03	Deputy Governor’s Office and Premier’s Office submit drafting instructions on Commissions of Inquiry Act to the Attorney General’s Chambers, based on Cabinet decision. Deadline: 15 March 2023 Requesting Deadline Extension to 31st August 2023	Deputy Governor’s Office/Premier’s Office	In progress – With Challenges	<p>The following decisions were taken by cabinet as outlined in cabinet’s expedited extract of 19th July 2023.</p> <ul style="list-style-type: none">a. Noted and received the Report on Recommendation B1 of the Commission of Inquiry’s report prepared by Ms. Valera Fikile Dlamini entitled: The Review of the Commission of Inquiry Act, 1880;b. Decided that the Report be tabled in the House of Assembly at the next convenient Sitting; andc. Decided that an expedited extract be issued to allow for the decision of the Cabinet to be acted upon before the confirmation of the Minutes <p>The Office of the Deputy Governor is now undertaking a review of the report to prepare a Discussion Paper, which will contain a review of the current legislation and what has been recommended for review to develop drafting instructions.</p> <p>This will be followed by public consultation before the instructions are shared with Cabinet for approval</p> <p>A copy of the report was forwarded to the Cabinet Secretary on 19th July, 2023 for onward transmission to the Clerk, HOA to be laid on the table at the next convenient Sitting.</p>		<p>The Cabinet Paper was uploaded to ExcoTrack on 5th April, 2023 and is awaiting comments from the Financial Secretary and Attorney General.</p> Requesting Deadline Extension to 31st August 2023
B01.04	Subject to Cabinet approval, HOA amends the Commission of Inquiry Act in accordance with the recommendations of the review of the Act. Deadline: 15 March 2023 Extended Deadline: 31st January 2024	Deputy Governor’s Office/Premier’s Office	Not Started – Future Timeline			Requesting Deadline Extension to 31st January 2024

PUBLIC REGISTER OF INTERESTS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B2						
B02.01	HOA makes the Register of Interests public under the existing arrangements, while a new system is designed and developed to cover both elected and public officials. <i>Deadline: 30 June 2022</i>	House of Assembly	Completed	Governor has assented to the new ROI Bill which made the Register of Interests public but does not include public officers	-	-
B02.02	HOA amends legislation to require each Member to declare his or her interest on time. Failure by a Member to declare his or her interest by the deadline, without a legitimate reason (e.g., incapacitation or serious medical emergency), would trigger automatic suspension for two sittings of the HOA and the withholding of the Member’s salary, followed by the vacating of the Member’s seat should no declaration be made by the end of the House’s session. <i>Deadline: 30 June 2022</i>	House of Assembly	Completed	Governor has assented to the new ROI Bill which made the Register of Interests public but does not include public officers	-	-

PUBLIC REGISTER OF INTERESTS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B3						
B03.01	Create implementation plan for the development of a comprehensive system of registration of interests including activities, timelines and costs. <i>Deadline: 31 December 2022</i>	Deputy Governor’s Office	In Progress: With Challenges	Standing Operating Procedures for the Office of the Registrar of Interests ‘Protocol for Inspecting the Register of Interests’ Records’ has been created. The public is now able to view the Register. The space has been outfitted and is presently awaiting the Department of Information Technology to install the IT lines. After which the Registrar can relocate. The Standard Operation Procedures that outline the process for viewing the Register were prepared and are with the Attorney General’s Chambers for review.	The current Registrar’s contract expires June, 2023 and her arrangement with the GBVI facilitates a part-time arrangement only. The expected implementation plan would be delayed from 31st December, 2022, till 31st July, 2023.	Relocation of Office Appointment of next Registrar General Receive feedback from the AGs Chambers on the SOPs created

PUBLIC REGISTER OF INTERESTS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B4						
B04.01	Include in the implementation plan a timeline for extension of the registration of interests to public officers which includes required consultations and considerations. Deadline: 31 December 2022	Deputy Governor’s Office	In Progress – Challenges	<p>The version of the ROI Bill that was approved by the HOA, and assented to by the Governor, does not include provisions for the extension of the provisions to public officers. The first draft of the Bill included these provisions, therefore the draft can be resubmitted to Cabinet once a decision is made on the extent of registration required by Public Officers.</p> <p>The Registrar’s contract has been extended to 31st October, 2023. The new, full-time Registrar will be in place on 1st November, 2023.</p> <p>The Cabinet Paper was drafted to amend the Registrar of Interests Act to make the Register fully opened, without stipulations, and to include the Governor, Deputy Governor, Permanent Secretaries, Deputy Secretaries, Assistant Secretaries, Heads of Departments and Units.</p>	<p>The current Registrar’s contract expires June, 2023 and her arrangement with the GBVI facilitates a part time arrangement only.</p> <p>The expected implementation plan would be delayed from 31st December, 2022, till 31st July, 2023.</p>	<p>Further consultations with public officers will be needed to examine any decision regarding their inclusion in future revisions to the existing amendments/Act.</p> <p>Requesting Deadline Extension to 31st July 2023</p> <p>Cabinet Paper with additional Officers to be included is finalised and submitted to Cabinet.</p>
B04.02	Prepare any subsidiary guidelines that are needed for the Integrity in Public Life Act. Deadline: 31 October 2023	Deputy Governor’s Office	In Progress – On Track	<p>This Act was passed in the HOA on 22nd April, 2021 and then assented to by the Governor on 11th February, 2022.</p> <p>Premier’s Office is currently reviewing Act to advise the Attorney General’s Chambers on a date for Act to come into force.</p> <p>The Cabinet Paper is being finalized to include the recommended amendments to the Act, which include the suggested recommendations from Mr. Denniston Fraser’s report as well as the link to the Register of Interests Act.</p> <p>The Paper is presently with the Premier for review.</p>		<p>Premier’s Office to advise the Attorney General’s Chambers on a date for Act to come into force.</p> <p>Cabinet Paper with recommended amendments to be reviewed by Cabinet.</p>
B04.03	Establish Integrity Commission and a location for its operations and staffing. Deadline: 31 December 2023	Deputy Governor’s Office	In Progress – On Track	<p>A budget for the operations and staffing of the Commission has been developed and shared with the Governor, Premier and Deputy Governor. The funding requirements were included in the 2023 Budget Estimates.</p> <p>Job Profiles for the Commissioner and the Secretary were shared with the Governor on 4/4/2022</p>		<p>Staffing for the Commission to be hired. Premier’s Office to provide new timeline for when the Act will come into force so that the recruitment process can commence</p> <p>Suitable office space has been identified and is being secured through a Lease Agreement expected to be finalized by 30th April, 2023</p>

DECLARING HOA INTERESTS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B5						
B05.01	The Constitutional Review Commission includes in the Terms of Reference of the Constitutional Review the circumstances in which a person seeking election or member of the House contracts with the BVI Government declares such an interest. Deadline: 31 July 2022	Premier’s Office	Completed	-	-	-
B05.02	The Governor selects a suitable reviewer, such as a senior jurist, to review the practice of HOA Members contracting with the Government, including statutory boards. Deadline: 31 July 2022	Governor’s Office	Completed	Mr. Denniston Fraser was appointed by the Governor and Premier as the reviewer.	-	
B05.03	Reviewer completes review of the practice of HOA Members contracting with the Government, including statutory boards, and presents report to the Governor and Premier. Deadline: 31 December 2022	Governor’s Office	Completed	The Governor and Premier have received Denniston Fraser’s Review.	Review was late due to challenges of receiving submission of documentation requested by the reviewer.	The Review will need to be presented to Cabinet and then tabled in the House of Assembly. The recommendations within the review will need to be reviewed and a decision taken on which would be advanced.
B05.04	DGO submits drafting instructions to Attorney General's Chambers which addresses recommendations from review of practice of HOA Members contracting with the Government, based on Cabinet decision. Deadline: 31 December, 2022 Requesting Deadline Extension to 30th September 2023	Premier’s Office	In Progress – With Challenges	Report was compiled by reviewer, Attorney Denniston Fraser, and submitted to the Governor on 3 rd April, 2023. It is currently being reviewed. Report is to be reviewed by Cabinet, and then laid on the table at House of Assembly before actions can be taken. However, the recommendations related to amending the Integrity in Public Life Act are being addressed. Please see Next Steps in B04.02.	Report submitted (Action B5.03) after deadline for this Action had passed.	
B05.05	HOA passes legislation in accordance with the recommendations of the review of the practice of HOA Members contracting with the Government. Deadline: 28 February 2023 Extended Deadline: 30th July 2023 Requesting Deadline Extension to 31st December 2023	Premier’s Office/ House of Assembly	Not Started – Timeline Lapsed	The expected legislation would be delayed from 28th February, 2023. Recommended extension is 30th July, 2023	Report submitted (Action B5.03) after deadline for this Action had passed.	Requesting Deadline Extension to 31st December 2023

COVERAGE OF GOVERNMENT OF THE VIRGIN ISLANDS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B6						
B06.01	The Constitutional Review Commission includes in the Terms of Reference of the Constitutional Review whether the term “Government of the Virgin Islands” should encompass statutory bodies. Deadline: 28 February 2023	Premier’s Office	Completed	-	-	-

REVIEW ASSISTANCE GRANTS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B7						
B07.01	The Governor, with the support of the Minister of Health and Social Development, oversees a wholesale review of the Virgin Islands welfare benefits and grants system, including HOA Members’ Assistance Grants and Government Ministries’ Assistance Grants, with a view to moving towards an open, transparent and single (or, at least, coherent) system of benefits, based on clearly expressed and published criteria without unnecessary discretionary powers. Deadline: 30 November 2022	Governor’s Office	Completed	Final Report submitted.	-	Ministry of Health and Social Development to create a strategy and plan based on the recommendations
B07.02	MHSD Project Steering Committee oversees comprehensive review of social assistance benefits and governmental grants administration system by recruited specialised consulting firm based on developed ToRs. Deadline: 31 December 2022	Ministry of Health & Social Development	Completed			
B07.03	Council for Human and Social Development (COHSOD) finalises Social Protection Policy and Action Plan (Social Assistance Strategy) drafted by MHSD along with drafting instructions for supporting legislation, based on the findings and recommendations from the Review, and based on Cabinet decision. Deadline: 30 January 2023 Requesting Deadline Extension to 31 st December 2023	Ministry of Health & Social Development	In Progress – Challenges	Draft Social Protection Policy and legislative drafting instructions to be updated to incorporate findings from the recent Review of Social Assistance Benefits following public consultation. <ul style="list-style-type: none">Develop an Implementation Plan for the Draft Social Protection Policy (include inputs received from various consultations) – In Progress: On TrackSubmit the Draft Social Protection Policy and Draft Implementation Plan to Cabinet for approval – Not Started: Future TimelineFollowing Cabinet’s approval, create drafting instructions to give effect to the agreed policy changes that would then require legal reforms. – Not Started: Future TimelineSubmit the Drafting Instructions to Cabinet for approval – Not Started: Future TimelineApproved Draft Instructions submitted to AG Chambers to prepare the Draft Bill (which may include Regulations under the existing Public Assistance Act with proposed changes to the rates and categories of benefits stipulated in the Act). Not Started: Future TimelineDevelop the Social Protection Act, to include broader reforms – Not Started: Future Timeline	The original target date for completion was unrealistic. Review was more extensive than anticipated and inter-Ministry consultation on Cabinet paper took longer than expected, causing delay for this action.	Requesting Deadline Extension to 31 st December 2023 <ul style="list-style-type: none">
B07.04	MHSD develops a modern vetting application process which considers the living wage amount determined by CSO. Deadline: 31 December 2022	Ministry of Health & Social Development	Completed		-	
B07.05	HOA introduces legislation in accordance with the recommendations of the wholesale review of the Virgin Islands welfare benefits and grants system to institute recommendations of review and remove unnecessary discretionary powers of Ministers to approve assistance grants in Ministries. Deadline: 28 February 2023	Ministry of Health & Social Development /House of Assembly	Not Started – Timeline Lapsed	-	-	Requesting Deadline Extension to 31 st March 2024

TRANSITION ASSISTANCE GRANTS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B8						
B07.06	The Governor and Premier pre-approve programme design, criteria and monitoring and evaluation framework of any Ministry assistance grant considered necessary by the wholesale review of the Virgin Islands welfare benefits and grants system. Deadline: 24 March 2023 Extended Deadline: 15th July 2023 Requesting deadline to be shifted to 31st October 2023	Governor’s Office/ Premier’s Office/Ministry of Health and Social Development	Not Started – Timeline Lapsed	Program re-design document for Public Assistance Programme (PAP) is being developed;	-	Requesting deadline to be shifted to 31st October 2023 Next steps would be to submit the document to Cabinet for approval following the completion of the SP Policy to ensure that everything is well aligned.

TRANSITION ASSISTANCE GRANTS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B8						
B08.01	HOA and Ministry of Health and Social Development transition HOA Members’ Assistance Grants and the Government Ministries’ Assistance Grants to the Social Development Department, ensuring that legitimate needs continue to be met. Deadline: 30 June 2022	Ministry of Health & Social Development	Completed	-	-	-
B08.02	The Ministry of Finance undertakes a review of the Disaster Emergency Fund Grants that are initiated under the Disaster Management Act, 2003 as part of this overall grant review process. Deadline: 31 December 2023	Ministry of Finance	In Progress – On Track	His Excellency the Governor approved proposed Board. Statutory instruments for the installation of the Board will be issued by the end of August 2023.	-	-

ALLOCATE FUNDS FOR ASSISTANCE GRANTS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B9						
B09.01	Funding previously allocated to HOA Members' and Government Ministries' Assistance Grants is reallocated to Social Development Department for distribution. Deadline: 30 June 2022	Ministry of Health & Social Development	Completed		-	-

PUBLIC ASSISTANCE FOR DISTRICT PROJECTS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B10						
B10.01	The Ministry of Communications and Works reviews local district projects completed over the last three years, with a view to moving towards an open and transparent process for the proper recording, assessment and monitoring of projects. Deadline: 30 June 2022	Ministry of Communication and Works	Completed	<p>All of the Districts Representatives have a vote called Civil Works Mitigation 3271901-09. Each Representative was given \$100K in the last two budgets; this amount was previously \$200K.</p> <p>In the past, each Rep. would decide on the projects to be done and provide the name of the contractor to do the work.</p> <p>The MCW is now following the Procurement Act 2021 for all contracts.</p>	-	MCW will continue to follow the Procurement Act 2021
B10.02	Ministry of Communication and Works develops and submits for Cabinet approval, clearly expressed criteria for assessing and monitoring potential local district projects, including a strategy to determine who will best properly assess and monitor these projects. Deadline: None Stated	Ministry of Communication and Works	Completed	<p>All contractors doing work with government are required to register with the Ministry of Finance. Each project within the petty contract category is required to have a minimum of three contractors bidding and all else being equal, the contract goes to the lowest bidder.</p> <p>In the case of the district specific projects that are funded from Vote 3271901-09, the District Reps would provide a minimum of three names and the MCW would commence the restricted bidding process as delineated in the law.</p> <p>The Ministry is in the process of setting up a process similar to that of the Central Tender’s Board. The Facilities Department has constructed a “tender bob” where all of the bids going forward are collected. Bidders will be invited to the opening of the bids so that each person knows what the other bidders bid on a specific project. The project goes to the lowest bidder who is in good standing with NHI, IR, and SSB. Ministry to submit Information Paper to Cabinet to outline the above.</p>	There are no challenges at this time:	MCW will continue to follow the Procurement Act 2021

PUBLIC ASSISTANCE FOR EDUCATIONAL SCHOLARSHIPS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B11						
B11.01	Cabinet establishes a panel comprised of persons from civic society to review the scholarship/educational grants programme with a view to recommending clearly expressed and published criteria by which applicants are selected to ensure an open and transparent process and the proper recording, assessment and monitoring of the programme. The completed report will be presented to the Premier and Governor. Deadline: 30 June 2022	Ministry of Education, Youth Affairs & Sports	Completed	-	-	-
B11.02	Panel presents Report to Premier and Governor on scholarship/educational grants programme review. Deadline: 31 October 2022	Ministry of Education, Youth Affairs & Sports	Completed		-	
B11.03	Ministry of Education, Culture, Youth Affairs and Sports presents revised policy on educational grants to Cabinet. Deadline: 30 January 2023	Ministry of Education, Youth Affairs & Sports	In Progress - Challenges	Paper was presented to Cabinet and returned to the Ministry for Public Consultation. Public response has been limited so preparing for Minister to do a Public Eye TV Programme on the policy. GIS is still preparing the platform to capture immediate comments. Ministry of Finance and Attorney Generals' Chambers have submitted comments to be included in what goes forward.	Delay in getting paper out to the public as GIS awaited assistance in getting a platform up for responses to be sent from DoIT and CSO	Platform for comments to be developed and placed on website for comments. Cabinet approves revised policy.

REVIEW OF HOUSE OF ASSEMBLY ASSISTANCE GRANTS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B12						
B12.01	The Auditor General, or some other independent person or body instructed by her, immediately proceeds with a full audit of all grants made by HOA Members, Government Ministries, and Government Ministers over the last three years, including applications which have not been granted. The Auditor General will present the completed audit report to the Governor. Deadline: 31 December 2022	Auditor General	Completed	Audit report laid in the House of Assembly.	-	
B12.02	RVIPF and the ODPP to initiate criminal investigation and where determined, recovery of public money including recovery from public official who has acted improperly in enabling and/or making the grant. Deadline: 30 January 2023	Royal Virgin Islands Police Force/ODPP	Completed	Audits forwarded to DPP, Police, and AG	-	-

AUDIT OF COVID-19 ASSISTANCE						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B13						
B13.01	The Auditor General, or some other independent person or body instructed by her, immediately proceeds with a full audit of all COVID-19 Assistance Programmes, including the Transportation Programme; Micro, Small and Medium Enterprises (MSME) Programme; the Farmer and Fisherfolk Programme; and the Day-cares, Schools and Religious Organisations Programme. The Auditor General will present the completed audit report to the Governor. Deadline: 31 March 2023	Auditor General	In Progress with Challenges	An audit report on COVID Assistance Grants issued by members of the House of Assembly has been received. Report to be tabled at Cabinet and to be laid in the House of Assembly on 7 July. Governor conducted a press conference in week concluded 10 July.	Scope of audit/scale of evidence.	The Auditor General will need to complete audits covering the Transportation Programme and MSME Programme. The COI report indicates that audits on the Farmer and Fisherfolk Programme and the Day-care's, Schools and Religious Organisations Programme will need to be repeated.
B13.02	RVIPF and the ODPP to initiate criminal investigation and where determined, recovery of public money including recovery from public official who has acted improperly in enabling and/or making the grant. Deadline: None Stated	Royal Virgin Islands Police Force	Not Started – Future Timeline	Actual recovery timeline is outside the Framework Agreement. Completion is marked by recovery strategy being decided on.	-	-

INVESTIGATION INTO PREMIER'S OFFICE OBSTRUCTING INTERNAL AUDIT AND AUDITOR GENERAL						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATIONS B14 and B15						
B14.01	The Governor orders a criminal investigation into whether the Premier's Office obstructed the Director of the Internal Audit Department in carrying out an audit of the COVID-19 Assistance Programmes. Deadline: 12 May 2022	Governor's Office	Completed	-	-	-
B15.01	The Governor orders a criminal investigation into whether the Premier's Office obstructed the Auditor General in carrying out an audit of the COVID-19 Assistance Programmes. Deadline: 30 June 2022	Governor's Office	Completed	-	-	-

AMEND AUDIT ACT						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B16						
B16.01	Deputy Governor's Office reviews Audit Act and submits paper to Cabinet addressing issue of failure to cooperate with Auditor General. Deadline: None Stated	Deputy Governor's Office	Completed	-	-	-
B16.02	DGO submits drafting instructions to Attorney General's Chambers which addresses issue of failure to cooperate with Auditor General. Deadline: None Stated	Deputy Governor's Office	Completed	-	-	-
B16.03	HOA amends the Audit Act 2003 so as to make a failure on the part of any person to cooperate with the Auditor General or otherwise impede her work a criminal offence. Deadline: 31 July 2022	House of Assembly	Completed	-	-	

COOPERATION WITH AUDITORS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B17						
B17.01	The Governor amends the Public Service Code, and the Service Commission Regulations as required, to make the failure to cooperate with the Office of the Auditor General or Internal Audit Department by any public officer or employee of a statutory board, an act of gross misconduct that carries a stiff penalty. Deadline: 31 July 2022	Deputy Governor's Office	Completed	-	-	-
B17.02	DGO and MoF issue a circular to public officers regarding matters surrounding obstruction of Auditors and highlighting areas within the Financial Management Act that need to be known by public officers. Deadline: 30 June 2022	Deputy Governor's Office	Completed	-	-	-

GOVERNANCE AND AUDIT OF CONTRACTS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B18						
B18.01	Ministry of Finance generates a list of all contracts for major projects valued over \$100,000 and disseminates to the Auditor General or some other independent person or body instructed by her. Deadline: 1 October 2022	Ministry of Finance	Completed	Auditor General requested list of contracts needed on 6 January. Ministry of Finance complied on 12 January.	-	-
B18.02	The Auditor General, or some other independent person or body instructed by her, performs a full audit of all contracts in respect of major projects over the last three years. Deadline: 31 May 2023	Auditor General	In Progress – With Challenges	Auditor General has asked for an extension to 30 September 2023	-	-
B18.03	The Auditor General prepares an Audit report documenting the findings and submits Final Audit Report to Governor for forward transmission to Cabinet. Deadline: 31 May 2023	Auditor General	In Progress – With Challenges	Auditor General has asked for an extension to 30 September 2023	-	-

TENDER WAIVERS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B19						
B19.01	Cabinet approves Public Procurement Regulations, 2022. Deadline: 31 July 2022	Ministry of Finance	Completed		-	-
B19.02	Premier enacts the Public Procurement Act, 2021 through official notice in the Gazette. Deadline: 31 July 2022	Premier’s Office	Completed		-	-
B19.03	MoF submits Cabinet Paper for approval to amend the Cabinet Paper preparation process for Papers proposing a tender waiver to include an Audit Opinion from the Internal Auditor. Deadline: 31 July 2022	Ministry of Finance	Completed	As of 11 September, 2022, the Ministry of Finance has started sending all waivers to the Internal Auditor for observation/response.	-	-

INVESTIGATION OF SCB HARBOUR DVELOPMENT & NEIGHBOURHOOD PARTNERSHIP						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B20						
B20.01	The Governor refers the Sea Cows Bay Harbour Development Project to the appropriate authorities to consider a criminal investigation and an investigation in relation to the recovery of public money expended. <i>Deadline: 12 May 2022</i>	Governor’s Office	Completed	-	-	-
B20.02	The Governor refers the Virgin Islands Neighbourhood Partnership Project to the appropriate authorities to consider a criminal investigation and an investigation in relation to the recovery of public money expended. <i>Deadline: 12 May 2022</i>	Governor’s Office	Completed	-	-	-

INVESTIGATION OF ESHS PERIMETER WALL PROJECT AND BVIAIRWAYS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B21						
B21.01	The responsible authorities continue the criminal investigation into the Elmore Stoutt High School Perimeter Wall Project <i>Deadline: None Stated</i>	Royal Virgin Islands Police Force	Completed	-	-	-
B21.02	The responsible authorities continue the criminal investigation into the BVI Airways Project <i>Deadline: None Stated</i>	Royal Virgin Islands Police Force	Completed	-	-	-

AUDIT OF CSC CONTRACTS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B22						
B22.01	The Auditor General, or some other independent person or body instructed by her, performs a full audit of government contracts with Claude Skelton Cline since 2019. <i>Deadline: 31 December 2022</i>	Auditor General	Completed		-	-
B22.02	The Auditor General presents the completed audit report to the Governor for onward submission to Cabinet. <i>Deadline: 31 December 2022</i>	Auditor General	Completed		-	-

AUDIT OF EZ SHIPPING CONTRACTS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B23						
B23.01	The Auditor General, or some other independent person or body instructed by her, performs a full audit of the government contracts with EZ Shipping concerning the provision of radar barges since 2019. The Auditor General will present the completed audit report to the Governor. <i>Deadline: 30 November 2022</i>	Auditor General	Completed		-	-
B23.02	The Auditor General presents the completed audit report to the Governor for onward submission to Cabinet. <i>Deadline: 30 November 2022</i>	Auditor General	Completed		-	-

STATUTORY BOARDS REVIEW – FINANCIAL REPORTS & AUDITS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B24						
B24.01	Cabinet proposes a suitable reviewer to lead a review of all statutory boards to establish (i) the extent to which those boards are behind in their obligations to submit timely financial reports and audits; (ii) the extent to which those boards are applying policies intended to promote good governance such as a conflict of interest policy and a political interference policy; (iii) the extent to which those boards follow a due diligence policy; and (iv) what steps need to be taken to remedy any deficiencies and a timescale in which these steps should be accomplished. Appointment subject to approval by the Premier and the Governor. The completed report will be presented to the Premier and Governor. <i>Deadline: 21 December 2022</i> <i>Extended Deadline: 30 April 2023</i>	Premier’s Office	Completed	Mrs. Antoinette Skelton has completed the Report and submitted it on the 14 th June, 2023 to the Governor and Premier.	Delay in appointment of reviewer impacted the start of this review.	The Report is currently under review to prepare Cabinet Paper for submission to Cabinet.

ESTABLISHMENT OF STATUTORY BOARDS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B25						
B25.01	Cabinet proposes a senior jurist or reputable attorney to review the provisions under which statutory boards are established and maintained, and in particular, in respect of each, any powers that are exercised in respect of such boards by the executive government, with a view to identifying appropriate powers in statutory provision. The Premier and Governor jointly approve reviewer. The completed report will be submitted to the Premier and Governor. Deadline: 31 December 2022	Premier’s Office	Completed		-	
B25.02	Premier's Office develops policy based on review in B25.01, to guide the governance of all statutory bodies, including criteria for developing a statutory body, and how compliance will be monitored, evaluated and reported, and submit drafting instructions to Attorney General's Chambers if necessary. Deadline: None Stated	Premier’s Office	In Progress – On Track	Policy will also include the results of B24.01	-	Submission of draft policy to Cabinet and if relevant, drafting instructions to Attorney General’s Chambers
B25.03	Ministry of Finance ensures that policy to guide governance of all statutory bodies is coherent with draft PFM legislation on State Owned Enterprises. Deadline: 15 May 2023	Ministry of Finance	In Progress – With Challenges	Policy Paper on this completed in 2016. This has been updated for submission to Cabinet for approval. Draft Cabinet Paper has been prepared. Full implementation of this will be addressed through the now draft PFM Act providing a Performance Monitoring Framework for all SOEs and SBs. Awaiting Completion of B25.02 for coordination	-	Policy approved by Cabinet

ESTABLISHMENT OF STATUTORY BOARDS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B26						
B26.01	HOA passes a statutory board statute incorporating the results of the reviews in B24 and B25. Deadline: 28 February 2023 Extended Deadline: 31 October 2023	DGO/House of Assembly	Not Started – Timeline Lapsed			

CREATION OF STATUTORY BOARDS COMMISSION						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B27						
B27.01	The Constitutional Review Commission includes in the Terms of Reference of the Constitutional Review the creation of a Statutory Boards Commission. Deadline: 31 July 2022	Premier’s Office	Completed		-	-

PROTOCOL FOR APPOINTMENT AND REMOVAL OF CHAIR AND MEMEBERS OF STATUTORY BOARDS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B28						
B28.01	The Government publishes a protocol for the appointment and removal of statutory board members. Deadline: 1 July 2022	Premier’s Office	Completed			Training session to be organised for all stakeholders.

REVIEW OF STATUTORY BOARDS APPOINTMENTS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B29						
B29.01	Prior to the entry into force of the protocol in B28.01, the Government may make changes to the membership of statutory boards, in agreement with the Governor, where it is in the public interest to do so. Deadline: None Stated	All Ministries	Completed		-	-
B29.02	Each Ministry reviews composition of its Boards, their appointment process and compensation, and advises the Minister whether the Board should be revoked, making recommendations to guide Minister's decisions. Deadline: 1 July 2022	All Ministries	Completed			
B29.03	The Governor appoints an independent investigator to examine whether any appointments to statutory boards made since 2019 should be revoked. Recommendations to be submitted to Cabinet. Deadline: 31 December 2022	Governor’s Office	Completed	Report was submitted to Cabinet and tabled in the House of Assembly.		

REVIEW OF PROCESS OF DISPOSAL OF CROWN LAND						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B30						
B30.01	The Governor, in consultation with the Premier, appoints a suitable reviewer, such as a senior public officer, to conduct a wholesale review of processes for the disposal of Crown Land, to ensure that such disposals are the subject of an open transparent process, and to consider issues. The completed report will be presented to the Governor and the Premier. Deadline: 31 December 2022	Governor’s Office	Completed	David Abednego’s report was received by Governor and Premier. The report was submitted to Cabinet and tabled in in the House of Assembly.	-	
B30.02	Ministry of Environment, Natural Resources and Climate Change submits drafting instructions to Attorney General's Chambers based on recommendations from review of processes for disposal of Crown Land, based on Cabinet decision. Deadline: 31 January 2023 Deadline Extension Requested for 30th September 2023.	Ministry of Environment, Natural Resources and Climate Change	In Progress - With Challenges	The Review noted areas that need further development. The process of policy drafting and public consultation has begun. 1. After the revision of the Land and Marine Policy – 14 July 2023 2. Submit to Cabinet for approval – September 2023 3. Submit to Attorney General Chambers for drafting – October 2023 4. Revise and publish the procedural manual/guidelines – December 2023		Deadline Extension requested for 30th September 2023.
B30.03	HOA passes legislation in accordance with the recommendations of the review of processes for disposal of Crown Land. Deadline: 28 February 2023 Deadline Extension Requested for 30th November, 2023	Ministry of Environment, Natural Resources and Climate Change /House of Assembly	Not Started – Timeline Lapsed	This result is dependent on the completion of the review in B30.01 and B30.02 and the passage of the new legislative framework.		Deadline Extension requested for 30th November, 2023

REVIEW OF PROCESS OF DISPOSAL OF CROWN LAND						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B30 CONTD.						
B30.04	Ministry of Environment, Natural Resources and Climate Change ensures that required changes to Land and Marine policy are made to address gaps and ensure in accordance with revised legislation on disposal of Crown Land. Deadline: 15 July 2023 Deadline Extension requested for 30 th November, 2023	Ministry of Environment, Natural Resources and Climate Change	Not Started – Future Timeline	<p>The internal consultative process leading to an updated version of the Land and Marine Estate Policy has been undertaken by the Ministry. The draft will be submitted to Cabinet for their consideration and will be publicly circulated for comments during the month of November.</p> <p>The process for consideration of Crown land disposal during the intervening period where the legislative framework is to be established and assented to was agreed by Cabinet. The Ministry will forward all Cabinet Papers and supporting documentation to H.E. the Governor at the same time when papers are circulated to the Financial Secretary and the Attorney General. Once the Governor has endorsed the disposal, all documentation will be published with the Cabinet Paper for their ultimate consideration. The emergent practice supports implementation of the Government of National Unity’s COI Framework for Implementation under the enhanced supervision provisions.</p> <p>The Ministry of Environment, Natural Resources and Climate Change's Technical Review Committee has been approved by Cabinet and re-established in practice. The re-establishment of the Committee is an important aspect of implementation of the reformed practices related to the disposal of Crown Lands, as the committee evaluates applications for the use of the seabed. The Committee is responsible for vetting applications to ensure that environmental and climate adaptation matters are reviewed prior to the approval of an application for commercial or private use.</p> <p>Currently reviewing policy document</p>	Implementation will be based on the passage of legislation in B30.03. Requesting new date of 31 st August 2023	<p>Publish a revised draft of the Land and Marine Estate Policy for consultation by various stakeholders by the end of November.</p> <p>Deadline Extension requested for 30th November, 2023</p>
B30.05	Ministry of Environment, Natural Resources and Climate Change publishes guidelines and application process linked to each estate in accordance with revised legislation on disposal of Crown Land. Deadline: 30 June 2023 Extended Deadline: 30 September, 2023 Deadline Extension requested for 31 st December, 2023	Ministry of Environment, Natural Resources and Climate Change	Not Started – Future Timeline	This result is dependent on the passage of the new legislative framework.	-	<p>Deadline Extension requested for 31st December, 2023</p> <p>Revise and Publish the procedural manual/guidelines as per the legislation, inclusive of appropriate fees – December 2023</p> <p>Revised application form to suit the new and revise legislation – December 2023</p>

REVIEW OF PROCESS OF DISPOSAL OF CROWN LAND							
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS		CHALLENGES	NEXT STEPS
RECOMMENDATION B31							
B31.01	The Auditor General, or some other independent person or body instructed by her, performs a full audit of all disposals of Crown Land, whether outright, by lease or otherwise, over the last three years. The Auditor General will present the completed audit report to the Governor. Deadline: 31 January 2023	DGO/Auditor General	In Progress – With Challenges	Auditor General has requested a deadline extension to 30 June 2023, and has subsequently requested a further extension to 31 July. Governor has agreed the extension.		Scale of evidence.	Once received the Governor will share the Report with Cabinet and cause the report to be laid in the House of Assembly within three months.
B31.02	MOF records all assets inclusive of Crown properties and accounts for acquisition and disposal of assets. Target: 31 May 2024	Ministry of Finance	In Progress – On Track	The project of implementing the Asset Register is ongoing. It involves a Cabinet Approved policy for the accounting of the public assets and the establishment of a central database. The policy is in still in draft and the Ministry of Finance has been working closely with Department of Information Technology (DoIT) in finalising the setup in the central government's business software. All ministries and departments were notified previously of their fiduciary obligations to update records of the existing assets in accordance with the Public Finance Management Act 2004 and Regulations 2005 in preparation for the uploads. Target Date has been extended			

INVESTIGATION OF CROWN LAND DISPOSAL						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B32						
B32.01	The Governor refers the disposal of Parcel 310 of Block 2938B, Road Town Registration Section, to the appropriate authorities for consideration of whether a criminal investigation and/or investigations in relation to the recovery of the public money expended should be made having regard to: (i) all the available evidence including the information provided to the COI; and (ii) the dual evidential and public interest tests. Deadline: 12 May 2022	Governor's Office	Completed		-	-

REVIEW OF RESIDENCY & BELONGERSHIP STATUS						
ACTION #	ACTIONS REQUIRED	LEAD AGENCY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B33						
B33.01	Cabinet proposes a suitable reviewer, such as a senior public officer, to lead a review of the existing policy and processes for granting residency and belongsership status, including the open discretion by Cabinet to grant such statuses, and the length of residence required for belongsership, among other things. Appointment subject to joint approval by the Premier and Governor. The completed report will be presented to the Premier and Governor. Deadline: 30 November 2022	Ministry of Tourism, Culture and Sustainable Development	Completed	The Reviewer has submitted his report.	Delay in receiving reviewer approval has impacted the start of this review.	Ministry submits Review to Cabinet and then it is laid on the Table of the HOA.
B33.02	Cabinet approves recommendations of the public officer-led review, based on Cabinet paper prepared by Premier's Office, and submits to Attorney General's Chambers for amendment of legislation. Deadline: 31 January 2023	Ministry of Tourism, Culture and Sustainable Development	In Progress – With Challenges	This action is dependent on the completion of B33.01		Need Further Deadline Extension to 30 th November 2023
B33.03	HOA passes legislation on residency and belongsership based on review of processes Deadline: 28 February 2023 Extended Deadline: 31 October 2023	Ministry of Tourism, Culture and Sustainable Development/House of Assembly	Not Started – Timeline Lapsed	This action is dependent on the completion of B33.01		Need Further Deadline Extension to 30 th April 2024
B33.04	Cabinet commits to follow existing legislation on residency threshold (minimum of 10 years), pending completion of the review. Deadline: 1 June 2022	Ministry of Tourism, Culture and Sustainable Development	Completed	Cabinet continues to review applications as they are submitted.		

AUDIT OF BELONGERSHIP STATUS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B34						
B34.01	The Auditor General, or some other independent person or body instructed by her, performs an audit of all applications for grants of residency and belongsership status under the Fast Track scheme. The Auditor General will present the completed audit report to the Governor. Deadline: 30 June 2023	Governor’s Office/Auditor General	Completed	The Audit has been received by the Governor and Premier and tabled at Cabinet. The Governor recalled the House of Assembly to ensure that issues raised by the Audit which could impact the General Election could be resolved.	-	-

PUBLIC SERVICE TRANSFORMATION						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B35						
B35.01	The Governor develops a revised Public Service Transformation Programme and implementation schedule for reform of the Public Service. Deadline: None Stated	Deputy Governor’s Office	Completed	Monitoring tools for each Ministry are being developed to track progress of activities, against deadlines, across all Ministries and to allow regular reporting to Cabinet by the Deputy Governor. The Transformation Plan was completed in electronic format (with implementation plans and monitoring tools for each Ministry and linked to a dashboard) and launched on 22 nd November, 2022. The post of Public Service Transformation Manager has now been filled.	-	
B35.02	Ministries finalise Ministerial Plans based on new Ministry titles and portfolios. Deadline: 30 June 2022	Deputy Governor’s Office	Completed	All Ministerial plans have been prepared and submitted to Cabinet for approval. All Ministerial plans were prepared and submitted to Cabinet as follows: <ul style="list-style-type: none">• Premier’s Office – 7th Sept. 2022 [Extract Date - 15th Sept, 22, Decision No. REx/117/2022]• Ministry NR&L – 24th Aug. 2022 [Extract Date - 2nd Sept. 2022, Decision No. REx/108/2022]• Ministry ECYAS – 27th July, 2022 [Extract Date - 25th Aug. 2022, Decision No. REx/05/2022]• Ministry C&W – 6th July, 2022 [Extract Date - 27th July, 2022, Decision No. REx/48/2022]• Ministry of Finance – 20th Apr, 2022 [Extract Date - REx/130/2022]• Office of Deputy Gov. – 13th Apr, 2022 – [Extract Date - 20th Apr, 2022, Decision No. REx/118/2022]• Ministry H&SD – 13th April, 2022 [Extract Date - 20th Apr, 2022, Decision No. REx/127/2022] Monitoring tools are being updated with progress made by each Ministry. The combined plan was published and circulated.		
B35.03	DGO monitors implementation of the Public Service Transformation Plan. Deadline: None Stated	Deputy Governor’s Office	Completed	A comprehensive monitoring plan is in place to track the progress of the programme based on the implementation plans that were approved by Cabinet. Permanent Secretaries presented updates on their ministerial plans at the launch on 22 nd November, 2022. The progress reports have been published online.		The monitoring tool will mirror the tool that has been developed for the COI Recommendations.

PUBLIC SERVICE MANAGEMENT CODE						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B36						
B36.01	The Governor finalises the Public Service Management Code. Deadline: 31 July 2022	Deputy Governor’s Office	Completed			
B36.02	DGO launches Public Service Management Code including required training for public officers. Deadline: 30 September 2022	Deputy Governor’s Office	Completed	The revised Code, with changes/additions proposed during the consultation process, has been finalised. The Code was submitted to Cabinet on 3 rd February, 2023 as an Information Paper. The Public Service Management Code was launched on 28 th March, 2023.		
B36.03	DGO submits drafting instructions to Attorney General's Chambers on Public Service Management Act, which incorporates the new Public Service Management Code, based on Cabinet decision. Deadline: 30 September 2022	Deputy Governor’s Office	In Progress – with Challenges	The drafting instructions will be submitted to the Chambers once the Code has been launched and tested for four months. The Cabinet Paper to obtain permission for the Attorney General’s Chambers to draft the Bill was uploaded to ExcoTrack on 28 th June, 2023. It is awaiting comments to advance further.	The deadline for the Act was 30 th September, 2022; however, until the Code is tested, the Act cannot be finalised. The drafting of the Act has commenced and will be further developed based on the results of the Code’s implementation and testing phases. The expected legislation would be delayed from 30th September, 2022 to 31st August, 2023	Completion of legislation drafting.
B36.04	HOA introduces the Public Service Management Act to incorporate the new Public Service Management Code. Deadline: 31 March 2023 Need Further Deadline Extension to 31 st January 2024	Deputy Governor’s Office	Not Started – Timeline Lapsed	The Act cannot be finalized until after the Code has been tested. The drafting of the Act has commenced and will be further developed based on the results of the Code’s implementation and testing phases.	The expected legislation would be delayed from 30th September, 2022, till 31st August, 2023	Need Further Deadline Extension to 31 st January 2024
B36.05	DGO launches Public Service Management Act, including required training for elected officials and public officers. Deadline: 31 May 2023 Need Further Deadline Extension to 31 st December, 2023	Deputy Governor’s Office	Not Started – Future Timeline	Training of elected officials cannot take place until after the General Elections and the swearing in of new Members.	The expected legislation would be delayed from 30th September, 2022 to 31st December, 2023	Need Further Deadline Extension to 31 st December, 2023

PUBLIC SERVICE TRAINING						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B37						
B37.01	The Governor oversees the Department of Human Resources’ coordination of expenditure on the training of public officers. Deadline: None Stated	Deputy Governor’s Office	Completed	On 22 nd August, 2022, Cabinet approved the transfer of all monetary resources relating to training of Public Officers to the Department of Human Resources in Head 21104067 – Human Resources Learning and Development Programme. Cabinet also decided that the Royal Virgin Islands Police Force and the Ministry of Education – Teaching Services should retain control of their training budget, considering the uniqueness of those offices. The Department of Human Resources was charged with establishing the necessary procedures, systems, and guidelines that ministries and departments will utilise to access the training funds. Vacant positions in the HR Department are being filled to support the L&D Programme.	-	The necessary Budget adjustments will be made by the Ministry of Finance. The HR Department will review the funds that will be transferred and provide a work plan that will support the implementation of the Learning and Development Institute, which is expected to be launched prior to the 2023 Budget Estimates being approved.
B37.02	HRD presents Learning and Development proposal to Senior Managers. Deadline: None Stated	Department of Human Resources	Completed	A proposal for the operations of the Public Service Learning Institute exists and has been delivered in various forums. On 22 nd December, 2022, Cabinet noted the Implementation Plan received for the coordination of expenditure for the training of public officers through the Institute. A Memorandum of Understanding (MOU) is being prepared between HLSCC and GoVI to support the implementation of the Public Service Learning Institute.	-	-
B37.03	HRD assesses training based on information from MoF on training budgets across all departments and ministries including amounts budgeted; and from Ministries on types of training, # of officers trained, and subsequent use of training. Deadline: None Stated	Department of Human Resources	Completed	The assessment of the training budgets across Ministries was completed. The annual report on training provided across all Ministries was compiled and reflects training administered by the Department of Human Resources as well as those initiatives implemented directly by each Ministry based on training types, number of persons trained, use of training received, etc.	-	-
B37.04	HRD establishes standardised process for in-service training to be implemented by all Ministries. Deadline: None Stated	Department of Human Resources	Completed	The process for in-service training forms part of the implementation plan for the Public Service Learning Institute. The Department of Human Resources is already receiving and processing training requests. A Memorandum of Understanding (MOU) is being prepared between HLSCC and GoVI to support the implementation of the Public Service Learning Institute.	-	-

REVIEW OF LAW ENFORCEMENT AGENCIES						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B38						
B38.01	The Governor, in consultation with the Premier, appoints a panel to conduct the review of the law enforcement and justice systems, which will form an element of the Constitutional Review. Deadline: 31 March 2023 Extended Deadline: 31 December 2023 Deadline extension request for 31 March 2024.	Governor’s Office	In progress – with Challenges	HMICFRS (HM Inspectorate of Constabularies and Fire Rescue Service) have allocated resource to this review. A scoping visit took place from 16 th – 26 th May. The full inspection will be later this year with the report to be received early in 2024.		Governor’s Office working with HMICFRS on Terms of Reference. Deadline extension request for 31 March 2024. Officers to return to the BVI in November 2023 to conduct full on site review.
B38.03	The Ministry of Finance reintroduces the border security plan proposal and ensures its implementation. Deadline: None Stated	Ministry of Finance/Governor’s Office	In Progress – On Track	Mr. Paul Eason from the Governor’s Office facilitated a meeting with MCA to discuss the way forward on June 29 th 2023. Government of the Virgin Islands is to determine what is to be achieved with the project, as it is not recommended to simply install radar. Mr. Eason is to arrange a meeting with BVI stakeholders to agree on the requirements and goals of the project.	-	-

VETTING CUSTOMS AND IMMIGRATION OFFICERS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B39						
B39.01	The Governor appoints an independent agency to conduct full vetting of all HM Customs and Immigration Department Officers, and if necessary, officers of the Royal Virgin Islands Police Force and the Prison Service. Deadline: 31 July 2022	Governor’s Office	Completed	Due to delays and unexpected demands on the National Police Chief’s Council, the Governor’s Office has appointed a different agency, the UK Home Office’s International Policing Assistance Service (IPAS) to lead on this project. A project lead has been identified and two officers will be visiting the BVI shortly to set up the unit.		The Governor’s Office is now having fortnightly meeting with IPAS and the Law Enforcement Adviser, British Overseas Territories and Polar Directorate to ensure that the pace of this work is accelerated. The deadline request has been approved by Lord Goldsmith. Deadline extended to December 2023.
B39.02	HRD undertakes a review of the private interest forms for all officers in these departments, and provides information to authorities as required. Target: 31 st March 2023	Department of Human Resources	Completed	An assessment of the Department’s private interest database was conducted relative to Her Majesty’s Customs. Of the 80 Customs Officers which includes the Commissioner of Customs, Deputy Commissioner of Customs, Assistant Commissioner of Customs, Senior Customs Officer and Customs Officer I/II/III, there 7 Officers with 9 approved private interests. The approvals are categorised in the following business types. Brokerage and Consultancy – 1 Food and Beverage - 1 Trucking and Taxi..... 5 Security Services..... 1 Retail 1	The review of the files will take some time to before it can be completed since the review will be done manually to some degree. The electronic system used for the department’s files does not have a search feature that would facilitate an efficient review of the file for the information.	There may be need to review the files of all Customs Officers to ensure that there are no private interest approvals issued prior to the establishment of the Department’s private interest database.
B39.03	Conduct full vetting of all HM Customs and Immigration Department Officers, officers of the Royal Virgin Islands Police Force and the Prison Service Deadline: 31 December 2023	Governor’s Office	In Progress – On Track	Vetting will begin in July 2023 and be completed for all agencies by the end of December 2023. IPAS programme lead visited the BVI 24-28 July to formally kick start the project and develop a project plan. Vetting officer expected in BVI from 28 August to subject all officers to vetting by the end of the year.		The deadline request has been approved by Lord Goldsmith. Deadline extended to December 2023. The Governor’s Office is now having fortnightly meeting with IPAS, NPCC and the Law Enforcement Adviser, British Overseas Territories and Polar Directorate to ensure that the pace of this work is accelerated.

INVESTIGATE CORRUPTION IN CUSTOMS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B40						
B40.01	The Governor orders an investigation into corruption within HM Customs by the Royal Virgin Islands Police Force. Deadline: 12 May 2022	Governor’s Office	Completed	-	-	-
B40.02	Cabinet approves joint responsibility between the relevant government agencies and the Royal Virgin Islands Police Force for security of all ports, including airports, under the command of the Force, until security concerns are effectively addressed and new constitutional and legal arrangements have been considered. Deadline: 30 June 2022	Governor’s Office	Completed	The MOU between the Royal Virgin Islands Police Force, His Majesty’s Customs, Immigration Department, BVI Airports Authority and BVI Ports Authority has been in place since July 2022 and from all accounts seems to be working well.	-	-

FACILITATING FIGHT AGAINST CRIME						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B41						
B41.01	The Governor appoints a panel to ensure that the Royal Virgin Islands Police Force and other law enforcement agencies have the facilities and powers to prevent, monitor and detect crime, and prepare matters for prosecution. The completed report setting out what is required will be presented to the Governor. Deadline: 31 December 2022 Extended Deadline: 31 December 2023	Governor’s Office	In Progress – with Challenges	HMICFRS (HM Inspectorate of Constabularies and Fire Rescue Service) have allocated resource to this review. A scoping visit took place from 16 th – 26 th May. The full inspection will be later this year with the report to be received early in 2024.		Documents have been submitted, and desk based work has begun. Officers to return to the BVI in November 2023 to conduct full on site review. Deadline extension request for 31 March 2024.

UPDATE CRIMINAL PROCEDURE RULES						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B42						
B42.01	DGO to submit Cabinet Paper as well as drafting instructions to Attorney General's Chambers to update Criminal Procedure Rules, based on specific recommendations. Deadline: 30 September 2022	Deputy Governor's Office	In Progress – with Challenges	<p>The final consultation took place during on 23rd September, 2022 to agree on the changes required</p> <p>Cabinet reviewed the draft Criminal Procedure Rules, 2022 (CRMPR) and agreed that the Office of the Deputy Governor instructs the Attorney General's Chambers to review and finalise the CRMPR to ensure its compliance with the Laws of the Virgin Islands.</p> <p>Cabinet noted that consequential amendments may be needed to the criminal suite of legislation of the Virgin Islands (such as the Indictment Act, Criminal Procedure Act and the Magistrate Code of Procedure Act, among others) in order to facilitate the successful implementation of the CRMPR.</p>	The legislation would be delayed from 31st October, 2022, till 15th October, 2023.	<p>The legislation would be delayed from 31st October, 2022, till 15th October, 2023.</p> <p>Drafting instructions were submitted to Chambers on 12th May, 2023, and they acknowledged receipt on 22nd May, 2023 indicting that the matter is now with the Drafting Division.</p>
B42.02	HOA amends existing legislation in accordance with the recommendations of the Director of Public Prosecutions to update the Criminal Procedure Rules. Deadline: 31 October 2022 Extended Deadline: 15 October 2023	Deputy Governor's Office	In Progress – with Challenges	<p>The final consultation took place during on 23rd September 2022 to agree on the changes required</p> <p>Cabinet reviewed the draft Criminal Procedure Rules, 2022 (CRMPR) and agreed that the Office of the Deputy Governor instructs the Attorney General's Chambers to review and finalise the CRMPR to ensure its compliance with the Laws of the Virgin Islands.</p> <p>Cabinet noted that consequential amendments may be needed to the criminal suite of legislation of the Virgin Islands (such as the Indictment Act, Criminal Procedure Act and the Magistrate Code of Procedure Act, among others) in order to facilitate the successful implementation of the CRMPR.</p>	The legislation would be delayed from 31st October, 2022, till 15th October, 2023.	<p>The legislation would be delayed from 31st October, 2022, till 15th October, 2023.</p> <p>Drafting instructions were submitted to Chambers on 12th May, 2023, and they acknowledged receipt on 22nd May, 2023 indicting that the matter is now with the Drafting Division.</p>

REVISE JURY ACT						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B43						
B43.01	HOA considers revisions to the Jury Act, based on a Cabinet decision, in consultation with the Governor, to increase the size of the pool of jurors to ensure the jury system is effective. Deadline: 31 July 2022 Extended Deadline: 30 November 2023	Deputy Governor's Office	Completed	<p>The Act had its first reading in the HOA on 29th July, 2022 and is now available for public review. A virtual consultation was held on 3rd October, 2022.</p> <p>Following consultations, the implementation of a communications plan and the session that occurred in Committee in the House of Assembly, the Bill had its final passage (with amendments) on 25th October, 2022.</p> <p>The Governor assented on 14 November 2022.</p>	The deadline for the revisions was 31 st July, 2022. Considering that the existing legislation was from 1914, extensive consultation, research and crafting was necessary.	Administrative Tasks to support the Act will be completed in January 2023
B43.02	HOA considers granting the court wider powers to hear judge-only criminal trials. Deadline: 30 November 2022	Deputy Governor's Office	In Progress – With Challenges	This action will require constitutional amendments, which will have to be considered during the constitutional review process.	Dependent on completion of Constitutional Review process	To be communicated to the Constitutional Review Committee.

REVISING, CONSOLIDATING AND PUBLISHING LAWS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B44						
B44.01	HOA approves additional financial resources to the Attorney General's Chambers to continue the current initiatives for revising, consolidating and publishing in readily accessible form the laws of the Territory. Deadline: 31 July 2022	Deputy Governor's Office	Completed	The 2022 revised Budget for Head 21174077 (Attorney General & Parli. Serv.) subhead 528299 (Other Consultancy) now has a total budget provision of \$499,293.64 in Head 21174077 to year end for this purpose.	-	Attorney General's Chambers to implement.

MANAGEMENT OF COMPLAINTS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION B45						
B45.01	Cabinet approves a reporting structure for the Complaints Commissioner to report to the Governor and Deputy Governor, as well as recommended response times to complaints, based on the recommendations of the Complaints Commissioner. Deadline: 31 July 2022	DGO/Office of the Complaints Commissioner	In Progress - Challenges	<p>Revised Cabinet Paper with Governor. Complaints Commissioner to submit additional information on changes needed to the Act.</p> <p>A response was received from the Complaints Commissioner on 16th February, 2023 on her response to the Cabinet Paper, with recommendations.</p> <p>A Cabinet Paper was uploaded to ExcoTrack on 4th April, 2023. The Ministry of Finance provided comments on 4th April and the Attorney General's Chambers on 17th April, 2023. The AGC has indicated a number of legal implications and advised that the Paper be withdrawn and amended.</p>	<p>The deadline for addressing the reporting structure was 31st July, 2022. The Complaints Commissioner recommended changes be made to the Act, as such time was provided for these suggested changes to be submitted to the Governor by the Complaints Commissioner.</p> <p>The approval of the structure would be delayed from 31st July, 2022 to 15th April, 2023.</p>	The Cabinet Paper was uploaded to ExcoTrack on 4 th April, 2023. The Attorney General's comments were uploaded on 17 th April, 2023 and she indicated that the paper needs to be revised and was not ready for Cabinet, and therefore should be withdrawn. A memo was attached to include the reasons for this advice. This information was shared with the Deputy Governor who shared it with the Governor. Presently awaiting instructions from the Governor on the way forward.
B45.02	Cabinet requires Complaints Commissioner to report annually to the HOA Standing Finance Committee to set out the extent to which there has been a response to her criticisms and recommendations. Deadline: 31 July 2022	DGO/Office of the Complaints Commissioner	In Progress – Challenges	<p>Revised Cabinet Paper with Governor. Complaints Commissioner to submit additional information on changes needed to the Act.</p> <p>A response was received from the Complaints Commissioner on 16th February, 2023 on her response to the Cabinet Paper, with recommendations.</p> <p>A Cabinet Paper was uploaded to ExcoTrack on 4th April, 2023. The Ministry of Finance provided comments on 4th April, and the Attorney General's Chambers on 17th April, 2023. The AGC has indicated a number of legal implications and advised that the Paper be withdrawn and amended.</p>	<p>The deadline for addressing the reporting structure was 31st July, 2022. The Complaints Commissioner recommended changes be made to the Act, as such time was provided for these suggested changes to be submitted to the Governor by the Complaints Commissioner.</p> <p>The approval of the structure would be delayed from 31st July, 2022, till 15th April, 2023.</p>	The Cabinet Paper was uploaded to ExcoTrack on 4 th April, 2023. The Attorney General's comments were uploaded on 17 th April, 2023 and she indicated that the paper needs to be revised and was not ready for Cabinet, and therefore should be withdrawn. A memo was attached to include the reasons for this advice. This information was shared with the Deputy Governor who shared it with the Governor. Presently awaiting instructions from the Governor on the way forward.

OTHER REFORM, MONITORING, SUPERVISION AND COOPERATION						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION OR						
OR.01	HOA amends existing legislation in consideration of the recommendations of the Supervisor of Elections’ General Elections Report 2019, and the recommendations made by the Observer Mission, including those on campaign finance reform. Deadline: 30 September 2022 Extended Deadline: 31 December 2023 Need Further Deadline Extension to 31 st January 2024	Deputy Governor’s Office	In Progress – With Challenges	The Observer Mission’s report has been received. The Supervisor of Election’s report is expected by 31 st August 2023.	The full amendments to the legislation would be delayed from 30 th September, 2022 to 31 st December, 2023.	Further amendments to the Bill will be required following the 2023 General Elections and receipt of election reports.
OR.02	MCW leads evaluation of land lease agreements for lands on Wickham’s Cay and reviews governing policy. Target:31 December 2022 Need Further Deadline Extension to 31 October 2023	Ministry of Communication & Works	In Progress – Challenges	MCW is sorting through the details of these leases that were done back in the 1970s. There are a few recent ones that were redone because of business decisions by the lease holders. We are in the process of arranging a meeting with the Ministry of Finance and subsequently with WCDA to take a holistic view at all leases on Wickham’s Cay. Ministry has solicited quotes from BCQS and Smiths Gore to do evaluations. Ministry is seeking a deadline extension to 30 th June 2023. The quotations were received and because of the amounts (over \$10,000), a restricted tender was done. The Tender Document was sent to both Smith’s Gore and BCQS on Tuesday June 6, 2023 to return on Wednesday June 21 st , 2023.	Deadline dependent on completion of the evaluation process.	After the submission of the bids/tenders on Wednesday 21 st June, 2023, a contract should be executed on or by 01 st July 2023 and the successful contractor will have 30 days to submit the valuations. After which we will discuss the governing policy with MNRL. Need Further Deadline Extension to 31 October 2023
OR.03	Submission of monthly delivery reports by each Ministry and their departments for review by Governor and Premier and their bilateral consultation on progress. Deadline: None Stated	Premier’s Office	In Progress – On Track	Monthly deadline for submission of reports has been set for the fifth of each month to enable the Implementation Unit to submit complete report by the 15 th of each month.	-	-
OR.04	Submission of quarterly reports by all statutory boards to the Premier and Governor for review. Deadline: None Stated	Premier’s Office	In Progress – Challenges	The majority of statutory boards submitted their quarterly reports for the end of March. The Ministry of Finance continues to receive quarterly financial submissions from State-owned Enterprises (SOEs) and Statutory Bodies (SBs). Delays continue for certain agencies.	-	List of Statutory Board has been reviewed. Next Report is due end of June.
OR.05	Submission of written quarterly reports from all individuals leading reviews, investigations, and audits arising from the COI Report recommendations to the Governor. Deadline: None Stated	Governor’s Office	In Progress – On Track	Reports to be provided for May Quarterly Review. All reviewers, Auditor General, Police Commissioner and Chair of the Constitutional Review have been contacted.	-	-

OTHER REFORM, MONITORING, SUPERVISION AND COOPERATION						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION OR CONTD.						
OR.06	Mandatory pre-review by the Governor of any contract worth \$100,000 or more which the Government wishes to enter into before a contractual commitment is made, until further legislative amendments and constitutional changes are made in relation to public financial management. Deadline: None Stated	Governor’s Office	In Progress – On Track	Continued push for good quality analysis and reports.	-	Governor to discuss duration and process with Premier
OR.07	Mandatory pre-review by the Governor of any intended sale or distribution of Crown Land before the transaction takes place, until further legislative and Constitutional controls are put in place concerning the disposal of Crown Land. Deadline: None Stated	Governor’s Office	In Progress – On Track	Continued push for good quality analysis and reports.	-	-
OR.08	Monthly Tripartite policy dialogue meetings between each Minister of Government, joined by the Premier, and their Permanent Secretaries, with the Governor Deadline: None Stated	Premier’s Office	In Progress – On Track	Meeting held on 18 th July 2023	-	Terms of Reference to be agreed.

PREPARATORY STEPS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION PrS						
PrS.01	The Cabinet approves the Terms of Reference of the COI Report Recommendations Implementation Unit. Deadline: 15 June 2022	Premier’s Office	Completed		-	-
PrS.02	The Government, under the leadership of the Premier’s Office, in cooperation with the Governor’s Office, establishes a COI Recommendations Implementation Unit. Deadline: 15 July 2022	Premier’s Office	Completed			
PrS.03	The Premier coordinates the development of an overall work programme and implementation schedule involving HOA, Cabinet and Ministries of Government to implement the COI Report recommendations in accordance with their respective responsibilities under the Constitution. The Governor will monitor delivery of the COI report recommendations in partnership with the Premier. Deadline: 30 June 2022	Premier’s Office	In Progress – With Challenges	Paper Memo No. 85/2023 was submitted to Cabinet on - the Paper has been deferred at Governor’s request. Draft Terms of Reference for Steering Committee and Tripartite Meeting circulated for approval. Risk Register completed. Measures of Success have been completed by Ministries.	Deadline missed but work ongoing.	

PREPARATORY STEPS						
ACTION #	ACTIONS REQUIRED	LEAD MINISTRY	STATUS	STATUS UPDATE DETAILS	CHALLENGES	NEXT STEPS
RECOMMENDATION PrS Contd.						
PrS.04	HOA establishes a Reform Committee, in collaboration with Premier's Office, to ensure continuous follow-up by HOA on reform legislation. Deadline: 30 June 2022	DGO/House of Assembly	Completed			
PrS.05	HOA, in consultation with Cabinet, the Premier and Governor, develops a legislative timetable for implementation of COI Report recommendations. Deadline: 30 June 2022	DGO/House of Assembly	Completed			Submit to Governor
PrS.06	Ministries of Government develop reform implementation plans for review by the Governor and Premier. Deadline: 30 June 2022	All Ministries	Completed	Governor and Premier have received Reform Plans		
PrS.07	Ministries continue implementation of new good governance legislation, including the Procurement Act, Contractor General Act and Integrity in Public Life Act. Deadline: None Stated	All Ministries	In Progress – On Track	The Attorney General's Chambers has proposed a date to bring the Integrity in Public Life Act into force. The Premier's Office is reviewing the provisions of the Act to determine whether the necessary provisions have been made to bring the Act into force.	-	The Premier's Office will communicate to the Attorney General's Chambers whether the full Act can be brought into force or whether some sections should be delayed.
PrS.08	The Attorney General’s Chambers expands capacity in staffing, accommodation and technology to support reform process Deadline: None Stated	Deputy Governor’s Office	In Progress – On Track	<p>The Attorney General’s Chambers has a total of fifty-two (52) positions approved in the Budget Estimates; six (6) of which are assigned to the Law Reform Commission. There are sixteen (16) vacant positions to be filled; six (6) of which are now in the recruitment stage.</p> <p>The Chambers has also developed a proposal for the establishment of a Law Panel, which they intend to establish through a framework agreement in accordance with the Public Procurement Act. This Panel will allow the Government to have access to external legal counsel at agreed rates that achieve value for money.</p> <p>The AG has written regarding the development of a legislative training programme to be established by the Attorney General’s Chambers. A meeting was held with the HR Department and ODG on 21st March, 2023 to review the details of this programme.</p>	-	Continue to support the recruitment process.