



# Deputy Governor's Report 2018

6 Months in Office | March - August, 2018



David D. Archer, Jr.  
Deputy Governor

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# Introduction

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David D. Archer, Jr.  
Deputy Governor

In the spirit of accountability, transparency and the future of the Public Service where Freedom of Information legislation will be instituted, this six-month in office report provides an update on some of the salient parts of the work of the Deputy Governor, Mr. David D. Archer, Jr. since being sworn in on 1<sup>st</sup> March, 2018. The role of the Deputy Governor as identified in the Virgin Islands Constitution Order Section 38 is to:

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

One of the primary roles of the Deputy Governor, in support of the Governor, is to oversee the management and development of the Public Service; to lead the Public Service to ensure the effective delivery of the Government's programmes, and to maintain the highest standards of service delivery and good governance.

The Office of the Deputy Governor is managed by an accounting Permanent Secretary (Mrs. Carolyn Stoutt Igwe) and oversees the following departments:

- Royal Virgin Islands Police Force
- Civil Registry and Passport Office
- Department of Disaster Management
- Supreme Court and the Commercial Court
- Magistracy
- Department of Human Resources
- Attorney General's Chambers
- Office of the Director of Public Prosecutions
- Archives and Records Management Unit
- Office of the Supervisor of Elections
- Sister Islands Programme Unit

The Permanent Secretary is responsible for reporting annually to the House of Assembly on the operations of the Deputy Governor’s Office. This report is not intended to be an annual report on the work of the Deputy Governor’s Office which is managed by the Permanent Secretary. Rather, the report speaks directly to the work of the Deputy Governor according to the Virgin Islands Constitution Section 38. The main mandate for the past six months in office has been to develop, lead and implement the Public Sector Transformation Initiative which became imperative after the hurricanes in September, 2017. The Government was forced to look at the way business was conducted with the intent of restructuring, re-engaging and transforming with a focus on accountability, transparency, productivity and good governance.

This report will expose areas of the role of the Deputy Governor which would not normally be produced for the knowledge of the public but is done in the spirit of the future state of the Public Service where the right to certain information can be requested as part of a framework that will support freedom of information in the future of the Public Service.

## Public Sector Transformation

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In October 2017, following the historical and unprecedented catastrophic events of the floods and hurricanes which ferociously struck the Territory, Cabinet approved a proposal for the Strategic Direction for an Improved Public Service. The strategic direction created a multidimensional approach to the revision of Government services and operations with specific focus on service-wide efficiency through: (1) establishing the strategic direction for an improved Public Service under the theme, **“A stronger more resilient, more effective Public Service”** and; (2) agreeing on the necessary policies that would aid with cost-saving measures of up to 25% less for the management of a more efficient Public Service.

### Top Priority Initiatives

Outlined below are the top 14 initiatives that will be the focus of the transformation plan in the next quarter.

Broad Area	Initiative	Estimated Time Frame
E-Government	Complete comprehensive e-government strategy and plan	31 <sup>st</sup> October, 2018
	Implement the e-government platform and legislative framework.	23 <sup>rd</sup> December, 2018



	Telecommunications Regulatory Commission (TRC) to create a business case for fast, reliable wireless internet	31 <sup>st</sup> October, 2018
	Implement the first fully automated e-government service	15 <sup>th</sup> February, 2018
Good Governance Standards	Public Service Management Bill	January 2019
	Integrity Commission	23 <sup>rd</sup> December, 2018
	Ministerial Code of Conduct	23 <sup>rd</sup> December, 2018
	Data Protection Act	January 2019
	Freedom of Information Legislation	February 2019
Improved Customer Service	Public Service Customer Service Virtual Mailbox	15 <sup>th</sup> November, 2018
	Liquor Licence Act	23 <sup>rd</sup> December, 2018
	Customer Service Training for Frontline Officers (HM Customs and Immigration Department)	December 2018
Redesign of the Public Service	Completed green redesign concept of the Central Administration Complex	31 <sup>st</sup> October, 2018
	Revitalisation of the Civil Service Association	30 <sup>th</sup> November, 2018

## Completed Transformation Initiatives

Outlined below are transformation initiatives that have been completed since the project's initiation.

Category	Initiative	Ministry/Department
Greening the Public Service	BVI Open for Business Online Map	Town and Country Planning
	Housing Recovery Assistance Programme Electronic Data Capturing Mechanism	Social Development Department
	Replanting Initiative - Seeds of Love	BVI Tourist Board
	Development of online portal to receive applications for seafarer documents	Virgin Islands Shipping Registry

	Continuous implementation of DOCOVA system throughout the Public Service	Department of Information Technology
Public/Private Sector Partnerships	Completion of Media Relations in Crisis for Disaster Preparedness for Media Professionals	Department of Information and Public Relations
	Teen Cert - ESHS Students Received Training	Department of Disaster Management
E-Government	BVI Open for Business Online Map	Town and Country Planning
	Development of online portal to receive applications for seafarer documents	Virgin Islands Shipping Registry
	Department of Information Technology's Network Infrastructure Update	Department of Information Technology
Rebuilding Security	UK Donation of two (2) Armed Response Vehicles	RVIPF
	Cabinet approval of \$5 million towards country security with Security taskforce created inclusive of: Ministry of Finance HM Customs Immigration Department HM Prison BVI Airport Authority BVI Ports Authority Royal Virgin Islands Police Force	RVIPF
	Re-establishment of all courts	Deputy Governor's Office
Good Governance	Project Management Support Received from the United Nations Development Programme (UNDP)	Premier's Office
Improved Customer Service	BVI Open for Business Online Map	Town and Country Planning
	Completion of Media Relations in Crisis for Disaster Preparedness for Media Professionals	Department of Information and Public Relations

Alignment of Statutory Agencies	Hospitality Assured Programme Certification Completed	BVI Tourist Board
Broad Areas	Completion of Media Relations in Crisis for Disaster Preparedness for Media Professionals	Department of Information and Public Relations
	Project Management Support Received from UNDP	Premier's Office
	Formulation/Establishment of Transformation Communications Team	Deputy Governor's Office
	J. D. Edwards Accounting System Upgrade	Department of Information Technology
	Installation of 24 Weather Stations	Department of Disaster Management
	Review of the Territory's National Disaster Management Plan	Deputy Governor's Office
	Launch of the Public Service Transformation Initiative and Recognition Ceremony for Stellar Departments	Deputy Governor's Office

## Quick Wins

### Centralisation of Apostille Services

The Office of the Deputy Governor centralised Apostille Services on 1<sup>st</sup> March, 2018. Services were previously provided from two other locations—the Supreme Court and Civil Registry and Passport Office. An Information Paper was submitted to Cabinet in March, 2018 to inform them of the centralisation of services.

### Revenue Collection

All revenue collecting departments have been enabled to receive payment for any Government Service as identified as a quick win for operational efficiency in Cabinet Memo No. 298/2017.

### Redesign of Non-Legal Operational Components for Statutory Agencies

The Ministry of Finance has already conducted research on this matter and are now ready to hold discussions with the group that receive subventions from Central Government to ensure that the non-legal components of their operations are redesigned in comparison to the remainder of the Public Service.

### **Provision of Material Assistance Grants**

The Ministry of Health and Social Development provided financial assistance to 235 households to obtain building material to commence repairs to their homes.

### **Implementation of Vehicle Usage Policy**

Mid-April 2018, the Ministry of Communications & Works implemented a Vehicle Usage Policy for vehicles donated by the UK Government's Department of Foreign Investment Development which resulted in improved accountability and maintenance management.

### **Implementation of Vehicle Usage Policy – Existing Fleet**

The Ministry of Communications & Works created a Vehicle Usage Policy for all Government fleet vehicles, to be managed by Facilities Management Unit which will improve accountability and maintenance management. The ministry has dialogued with the Ministry of Finance and fully implemented the initiative on 1<sup>st</sup> July, 2018.

### **Ceremony to Recognise Stellar Departments and Official Launch of the Public Service Transformation Initiative**

The Deputy Governor spearheads the transformation of the Public Service initiative which will bring the Virgin Islands Public Service to world-class standards.

A ceremony to recognise stellar departments and officially launch the Public Service Transformation Initiative was held in March at the Tortola Pier Park. Following the September 2017 hurricanes, the event was designed to bring all public officers together to extend gratitude for the work they do, and to provide more information regarding the on-going Transformation Initiative.



Department Heads under the Ministry of Communications and Works



To promote and provide detailed information to the listening public and public officers, discussions on the Public Service Transformation Initiative were conducted by the Deputy Governor via radio and internet-based talk shows. Guest appearances were made on ZBVI Radio (780AM) and CBN Radio (90.9FM).

1. 20<sup>th</sup> March – ‘Honestly Speaking’ hosted by Mr. Claude Skelton-Cline
2. 21<sup>st</sup> March – ‘BVI Have Your Say’ hosted by Mr. Doug Wheatley and Mr. Natalio Wheatley (Sowande Uhuru)
3. 22<sup>nd</sup> March – ‘Umoja’ hosted by Mr. Cromwell Smith (Edju En Ka)
4. 24<sup>th</sup> March – ‘Stay Woke’ hosted by Ms. Zoe Walcott
5. 14<sup>th</sup> April – ‘Pulse VI’ with the Pulse VI team

To engage, inform and keep the Public Service involved, the Deputy Governor issues monthly messages.

## Monthly Messages

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To ensure information is relayed to public officers and the public about what is happening in the Office of the Deputy Governor and throughout the Public Service, the Deputy Governor issues a monthly message. Each message focuses on a different topic but relays information on an important area involving the Public Service.

In March, the Virgin Islands community was offered written words of comfort on the 6<sup>th</sup> month anniversary of the worst combination of hurricanes and storms ever experienced in the Virgin Islands and the entire Atlantic. A copy is attached at **Appendix A**.

In April, a video message titled ‘Inside the Governor’s Group’ focused on the Public Service Transformation Initiative and its importance was created. The video can be viewed online by visiting: [https://www.youtube.com/watch?v=hU\\_dIBm6tzU&t=28s](https://www.youtube.com/watch?v=hU_dIBm6tzU&t=28s).

In May, the views and opinions of public officers describing the importance of the Public Service Transformation Initiative were solicited. The video message for May’s Monthly message can be viewed online by visiting: <https://www.youtube.com/watch?v=v3uyINOjONk&t=65s>

In June, public officers were offered an extensive list of 30 Professional Tips offering advice in several areas including self-development and work ethic.

In July, 40 professional tips and advice which were received from professionals throughout the Public Service were combined to create the July monthly message.

## Monthly Message Topics at A Glance:

**March** – Written Message: Message of Gratitude to the Public Service (Appendix A)

**April** – Video Message: Inside the Governor's Group - Deputy Governor's Monthly Message for April ([https://www.youtube.com/watch?v=hU\\_dIBm6tzU&t=28s](https://www.youtube.com/watch?v=hU_dIBm6tzU&t=28s))

**May** – Video Message: Why is the Public Service Transformation Important? (<https://www.youtube.com/watch?v=v3uyINOjONk&t=65s>)

**June** – Written Message: 30 Professional Tips by the Deputy Governor  
<https://www.facebook.com/DeputyGovernorBVI/photos/a.1758845307485558/1845202918849796/?type=3&theater>

**July** – Written Message: 40 Professional Tips by the Public Service  
<https://www.facebook.com/DeputyGovernorBVI/photos/a.1758845307485558/1911015845601836/?type=3&theater>

Another form of communication used to inform public officers of policy or legislation matters affecting the Public Service is the usage of informational circulars.

## Circulars

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The Deputy Governor is responsible for relating to the Public Service, matters of new policy and updates affecting the working lives of each public officer. Copies of these circulars are included as **Appendix B**.

Circular No. 2 of 2018 titled Tsunami Simulation Exercise "Caribwave18" issued on March 13, 2018, informed and encouraged public officers on the importance of participating in the CaribWave 18 tsunami simulation exercise coordinated by the Department of Disaster Management.

Circular No. 3 of 2018 titled Public Service Transformation Initiative Launch issued on 26<sup>th</sup> March, 2018 gave an overview of the event and informed public officers of their mandatory attendance.

Circular No. 4 of 2018 titled UK Sanctions and Anti-Money Laundering Bill and Public Officers Right to Assembly issued on 16<sup>th</sup> May, 2018 provided a background to the discussions on the Bill and informed public officers of their rights of assembly as laid out in the Virgin Islands Constitution Order (2007).

Circular No. 5 of 2018 titled Public Officers' Right to Assembly – Marches and Protests issued on 31<sup>st</sup> May, 2018 informed public officers of their rights of assembly as laid out in the Virgin Islands Constitution Order (2007).

Circular No. 6 of 2018 titled One Year Anniversary of Hurricane Irma – Service of Thanksgiving, Reflection and Restoration encouraged public officers to attend the commemorative service on the occasion of the “First Anniversary of Hurricane Irma” and informed of the early closure of Government offices, with the exception of essential services, to allow public officers to attend the momentous event.

To keep abreast of regional and international best practices, the Deputy Governor attends meetings, some of which are mandatory in the role.

## Overseas Meetings and Conferences

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Overseas meetings and conferences present opportunities for training, gathering information, gaining exposure to new and exciting ways to conduct business for the public, and most importantly, networking and establishing lasting partnerships.

### Heads of Public Service (HOPS) Conference



The Deputy Governor attended the Heads of Public Service (HOPS) Conference in London from 16<sup>th</sup> – 20<sup>th</sup> April. The meeting provided Deputy Governors of all UK Overseas Territories an opportunity to discuss the on-going Conflict, Stability and Security Fund (CSSF) programme, public sector reform efforts, as well as their own challenges, and offered an opportunity to network and share best practices.

The meeting also served as the Deputy Governor's formal introduction to the Foreign and Commonwealth Office in his new role. The meeting included visits with Lord

Andrew Dunlop, (former Government Minister); Mr. Robert Chuck, Deputy Director of Civil Service Talent; Ms. Tina Hamilton and Ms. Janet Rodemark, Head of the Caribbean Team at the Foreign and Commonwealth Office; Mr. Benito Wheatley, Director and UK/EU Representative of the BVI London Office; and Ms. Kindra Pickering, one of the public officers currently studying in the UK.

At the HOPS Conference, discussions about what worked, what lessons have been learned, and what the priorities should be going forward for each Territory also took place.

The agenda covered:

- Summary of public sector challenges and priorities across the territories, particularly in a post-crisis content;
- International perspectives on Civil Service;
- Developing capacity in Public Services (Governance – Proprietary/ethics and talent management);
- Developing capacity in public financial management;
- Brexit implications, discussion and legislative update;
- Saving money for the taxpayer – Good procurement practice;
- Anti-corruption;
- Child safeguarding: Supporting territories to Strengthen systems;
- Prison reform – A partnership approach;
- Disaster management;
- The value of staff surveys; and
- Home Office Overseas Territories Coordination Unit.

The total shared cost between the BVI Government and the UK Government to attend this conference was approximately \$10,393.88USD which included airfare, accommodations and subsistence.

### Caribbean Centre for Development Administration (CARICAD)



The Deputy Governor travelled to Jamaica from 25<sup>th</sup> – 29<sup>th</sup> June to attend the 35<sup>th</sup> Annual Caribbean Centre for Development Administration (CARICAD) Board Meeting and the 5<sup>th</sup> Annual Caribbean Leadership Project Symposium in Jamaica.



During this visit, a meeting with Mr. Maurice Barnes of eGov Jamaica Limited took place and provided tips and guidelines to assist with the proper implementation of an e-government platform for the Public Service of the Virgin Islands.

Upon returning from the CARICAD conference, visions for the future state of the Public Service and the Territory were enlightened and renewed. Conversations about the progression of the Caribbean and a new outlook for the year 2030 began.

The total shared cost between the BVI Government and the Board of CARICAD to attend this meeting was approximately \$4,057.94 which included airfare, accommodations and subsistence.

## Local Meetings and Conferences

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The Deputy Governor hosts several local meetings for Senior Managers', Heads of Departments, E-Government Steering Committee, District Officers' and Financial Investigation Agency Board. In August, a meeting was held to discuss and provide updates on the Border Security Plan with vital border security agencies including HM Customs, BVI Ports Authority, Immigration Department, BVI Airports Authority, HM Prisons and Police.

Additionally, the Deputy Governor attends meetings to discuss varying topics such as relationships between the private and public sectors and statutory agencies and private sector businesses. For instance, a meeting was attended hosted by Green VI titled Bug Out Stakeholders Meeting to discuss the importance of mosquito eradication. Similar meetings hosted by Green VI to discuss refurbishment of museums throughout the BVI also took place.

Local conferences that prove beneficial to the business of the Public Service are also attended.

### Senior Managers Meetings

The Deputy Governor serves as the reporting head of all Senior Managers. To ensure the Public Service is functioning in a manner that promotes productivity, partnerships and the values of integrity in public life, the Deputy Governor holds monthly meetings on the first Friday of each month with the Senior Management Team of the Public Service. The Senior Management Team is comprised of the Deputy Governor, Financial Secretary, all Permanent Secretaries, Cabinet Secretary and the Director of Human

Resources. Outlined below are the main topics discussed at each of the monthly meetings held from March to June 2018. There was no formal meeting in August, however, discussions were held through various communication mediums.

#### Topics Discussed in March:

1. Transformation of the Public Service

#### Topics Discussed in April:

1. Ministerial Updates on Public Sector Transformation
2. Update on Cruise Readiness Project
3. Upcoming Heads of Department Meeting
4. 2018 Disaster Preparedness
5. Update on 2018 Budget

#### Topics Discussed in May:

1. Discussion: UK Public Register – Beneficial Ownership
2. Development and Recovery Agency
3. Ministerial Transformation Plans
4. 2018 Performance Objectives
5. 2018 Public Service Week

#### Topics Discussed in June:

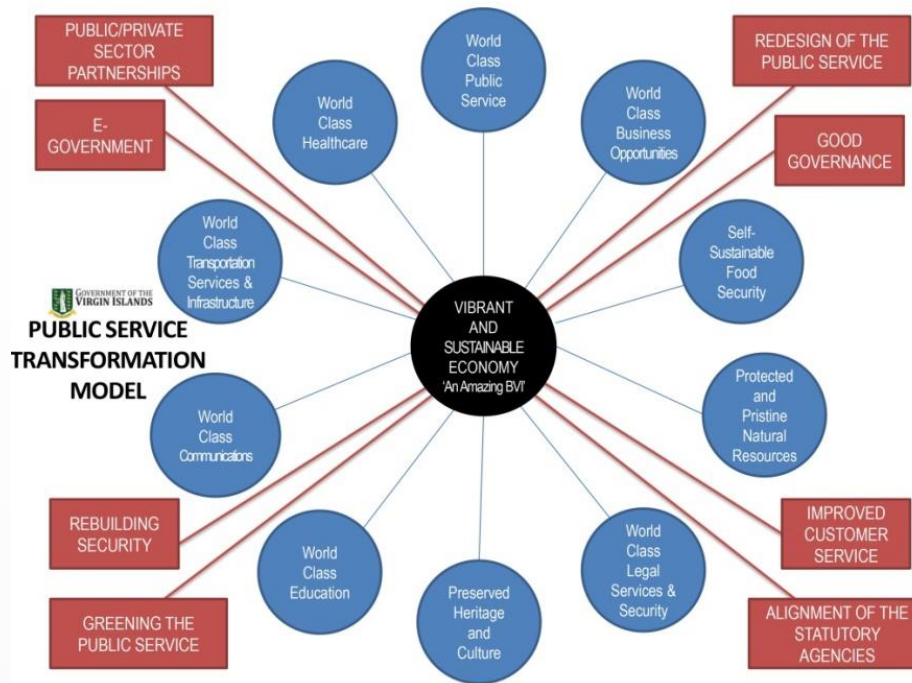
1. Role of Senior Managers in the Transformation, Recovery and Development Agenda for the Public Service and the Territory

### Public Service Transformation Visioning Day

As an alternative to the July Senior Managers' Meeting, the Public Service Transformation Visioning Day was held on Friday, 13<sup>th</sup> July, 2018, as a day of visioning surrounding the Public Service Transformation Model. Using the Transformation Model, measurable future states were defined from the economic areas (blue circles) relating to ministries and departments and agreed by the leaders within the Public Service.



The Public Service Transformation Model was developed to provide a visual display of the Public Service Transformation Initiative. It shows the relationship between the broad strategies of the initiative and the overall economic benefits that will be garnered by the Territory when the initiatives are implemented successfully.



The outcome of the day was accomplished through visioning sessions. Groups were established, headed by a group leader and tasked with creating single or multiple visions to be voted on by all participants. The vision statement most identified by the participants was agreed as the main vision for the specific economic area. Plans on what the future state of the Public Service would look like in 2030 were also agreed. Each visioning group was also asked to identify short-term (12-month) initiatives to advance towards the future state of the identified economic area. The future state for the Public Service identified from the Visioning Day is as follows:

Future State (2030):

- a. A Green Public Service with reliance on 85% green energy sources, using only sustainable and recyclable materials with an established waste to energy strategy.
- b. A robust governance framework embedded in the Public Service allowing for transparency, accountability, openness, fairness, objectivity, honesty, selflessness, political impartiality, apolitical, leadership and integrity in conducting business in public life.
- c. A talent management programme where all public officers are afforded the opportunity to reach their fullest potentials through learning and development opportunities.

- d. A global exemplar in customer service with a Public Service organisation that provides accessible, professional, streamlined services that exceed customer expectation.
- e. Clear and transparent guidelines with streamlined services, laws and processes.
- f. An organisation that embraces innovation, technology and provides value for money.
- g. An organisational structure that facilitates the effective delivery of services in a timely manner according to published standards.
- h. An environment which provides growth, professional development and competitive benefits.
- i. Fully automated services to the public using an e-government platform.
- j. An embedded culture of national justice.
- k. Trained officers who are fit for purpose, accountable, competent, efficient and responsive.
- l. Employees who are motivated and feel valued allowing them to offer dedicated, selfless service to the organisation.
- m. Centralised childcare centres and a gym on the premises of the Central Administration Complex for public officers.
- n. An internationally recognised organisation ranking between number 1 and 5.

## Heads of Department Meeting

The first Heads of Department meeting conducted since taking office was held on Friday 13<sup>th</sup> April, 2018 at the Government House Reception Hall. It commenced at 9:00 a.m. and concluded at 11:00 a.m. These meetings are held quarterly with the next meeting scheduled to take place in mid-September.

Topics discussed in April:

1. Reflection of Mr. Elton Georges, CMG, OBE by Permanent Secretary, DGO – Mrs. Carolyn Stoutt Igwe
2. Introduction of Senior Managers by Ministerial Human Resources Managers
3. Public Sector Transformation and Introduction of the Public Service Transformation Model by Mrs. Michelle Donovan-Stevens, Director, Department of Human Resources, Ms. Abbarah Brown, Personal Assistant to the Deputy Governor and Mr. David D. Archer, Jr., Deputy Governor
4. Human Resources Reports by Mrs. Michelle Donovan-Stevens, Director, Department of Human Resources and Ms. Kaisa Penn, Human Resources Manager, Organisational Development and Workforce Planning



## E-Government Steering Committee Meetings

The purpose of the E-Government Steering Committee is to discuss, plan and implement the e-government platform for the Public Service. The members of the steering committee were selected and assigned by the Deputy Governor in collaboration with the Premier's Office which leads this component of the Transformation Initiative. Each member serves an important role in the planning and implementation of the e-government platform. Meetings were held on 6<sup>th</sup> February, 23<sup>rd</sup> March, 6<sup>th</sup> May and 19<sup>th</sup> June, 2018.

Members of the Steering Committee are:

1. Junior Minister for Trade and Investment Promotion, Hon. Marlon Penn
2. Deputy Governor, Mr. David D. Archer, Jr.
3. Financial Secretary, Mr. Glenroy Forbes
4. Acting Permanent Secretary, Premier's Office, Ms. Dawn J. Smith
5. Acting Permanent Secretary, Deputy Governor's Office, Mrs. Carolyn Stoutt Igwe
6. Permanent Secretary, Ministry of Communications & Work, Mr. Anthony McMaster
7. Acting Deputy Secretary, Ministry of Communications & Works, Mr. Andrew St. Hilaire
8. Director of Information Technology, Mrs. Anna-Belle Skelton Malone
9. Deputy Director of Information Technology, Ms. Lucia Donovan
10. Chief Records Management Officer, Mr. Christopher Varlack
11. Programmer III, Department of Information Technology, Mr. Craig Creque

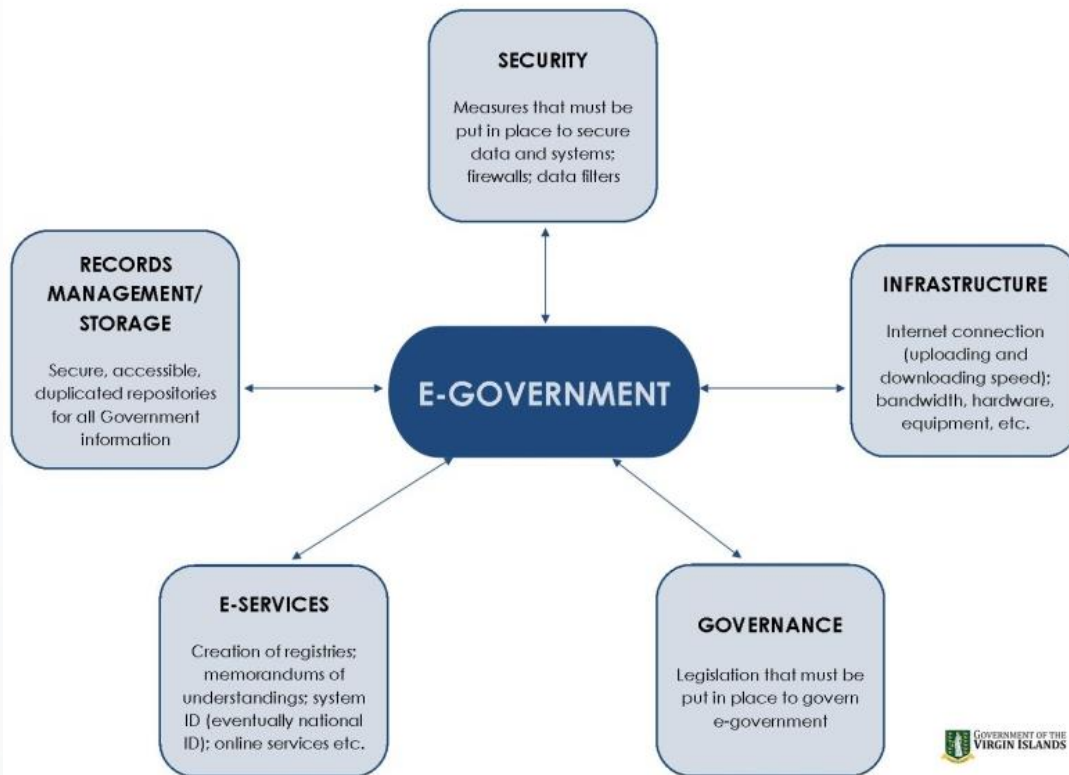
E-Government consultants were invited to meet the Steering Committee on 19<sup>th</sup> June. Dr. Ian Levy, Technical Director of the National Cyber Security Centre (NCSC) and Mr. Harry Wearne, Technical Director for Incident Response within the UK National Cyber Security Centre offered advice and suggestions to the Steering Committee regarding the implementation of the e-government platform for the Government of the Virgin Islands.

The E-Government Model shown below indicates the major components of the overall platform. These components serve as the main focal point for the strategic implementation:

1. Security: Measures that must be put in place to secure data and systems; firewalls; data filters
2. Infrastructure: Internet connection (uploading and downloading speed); bandwidth, hardware, equipment, etc.

3. Governance: Legislation that must be put in place to govern e-government
4. E-Services: Creation of registries; memorandums of understandings; system ID (eventually national ID); online services, etc.
5. Records Management/Storage: Secure, accessible, duplicated repositories for all Government information

### MAJOR COMPONENTS OF E-GOVERNMENT MODEL



### FinTech Immersion Conference

On invitation from the Premier's Office, the Deputy Governor played an advisory role in the implementation of the first FinTech Immersion Conference facilitated by Professor Keith Carter of the National University of Singapore. The conference allowed private and public sector leaders the opportunity to be exposed to the world of digital technology. The conference covered the following subjects and involved a special session with the managers of the Public Service and Members of the Cabinet:

1. Strategy development best practices and cases;
2. Blockchain, ICOs, Exchanges, Artificial Intelligence;
3. Wealth and job creation opportunities for countries that can pivot;
4. Monetising data and developing unique funding streams;
5. Actionable Intelligence eco-system for data-driven decision making;

6. Possibilities and Roadmaps;
7. Digital disruption: How countries are leaping forward;
8. Increasing capacity and profitability, up-skill the population to compete in the new internet economy; and
9. Cybersecurity: The fit with customer journey and constituent support.

## Policy Matters Advanced for Decisions

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In relation to the Public Service Transformation Initiative, the Deputy Governor in collaboration with the Acting Permanent Secretary in the Office of the Deputy Governor advanced policy matters to Cabinet for decisions geared towards greater efficiency, improved customer service and the overall strategic direction of the Public Service.

### Completed Polices

#### **1. Centralisation of Apostilles Services**

This occurred on 1<sup>st</sup> March, 2018. Apostille services were offered by a total of three offices prior to the passage of the 2017 hurricanes. As part of the Transformation Initiative, it was decided that centralisation of the services was necessary.

#### **2. Emergency Communications and Hazard Monitoring Networks**

This policy sought approval to expedite the public tender process. This will allow for the accelerated procurement of equipment needed to re-establish the Territory's emergency communications and hazard monitoring networks that were destroyed by Hurricanes Irma and Maria.

#### **3. Declaration of Spaces for Magistrate's Court to be held on Tortola**

An order was established to revoke the Magistrate's Court Order, 2008 which declared places where the Magistrate's Court could be held. Approval was sought for the Magistrate's Court Order, 2018 which provides for additional places where the Magistrate's Court could be held with greater flexibility.

#### **4. Strategic Direction for an Improved Public Service – Deputy Governor's Office**

Approval was sought to approve the strategic direction for an improved Public Service under the theme, "A stronger more resilient, more effective, Public Service".

#### **5. Engagement and Motivation of the Public Service**

Notice regarding the development and implementation of a staff survey to gather current data on public officers' thoughts about their job engagement, the impact of

the transformation process on public officers, and how to further transform the Public Service to be stronger, more resilient and more effective.

#### **6. The Virgin Islands Hazard Impact Preliminary Readiness Report**

This report was prepared to review the readiness of the Territory and agree on the strategic priority areas to be addressed prior to the peak of the 2018 hurricane season.

#### **7. Disaster Management (Amendment) Act, 2018**

Approval was granted to amend the Virgin Islands Disaster Management Act, 2017 to expedite the removal of derelict marine vessels from the Territory.

#### **8. Development of an Estate Plan for Prioritising Critical Assets**

The estate plan provided assessment and repair recommendations (short and long-term) for the estates that house the emergency services and border protection agencies.

#### **9. DDM Smart App by Digicel**

Approval was received for the creation and launch of the app by the Department of Disaster Management to provide live notifications of weather conditions in the BVI.

#### **10. West End Ferry Terminal and Office Accommodations**

The national security risk to employees working at the West End Jetty was identified, and a plan for better accommodation is being agreed.

#### **11. Public Service Customer Service Virtual Mailbox**

This initiative will offer an outlet for clients to provide feedback on the service they receive from Government officers and offices.

#### **12. Charter for the Public Services of the Caribbean Community**

This document is designed to identify the constituents of a professional and effective public sector. The CARICAD (Caribbean Centre for Development Administration) charter for its member states is designed to aid Public Services in the development as well as improve managerial abilities while transforming and modernising. The Government provided feedback on the contents of the Charter.

Although some policies have already been approved, there are a few that are still being reviewed by the requisite authorities. Some of those policies are presented below.



## Policies Being Reviewed

### **1. Witness Anonymity Legislation – DPP**

Legislation is being considered to enable a witness in criminal proceedings to be granted anonymity when giving evidence before a court. This is due to a reasonable fear on the part of the witness or another person of death, injury, retaliation, recrimination or oppression or serious damage to property, if the witness is identified.

### **2. Interim Public Service Transformation Plan**

The Interim Public Service Transformation Plan provides guidance to all relevant stakeholders for the overall transformation process within the Public Service

### **3. E-Government**

An e-government platform will be developed to support a modern, effective, efficient Public Service organisation, allowing for the ease of conducting services offered by the Public Service.

### **4. Public Service Management Bill**

A comprehensive and modern Public Service management framework to establish appropriate mechanisms and structures. The bill will create broad policies on the employment, deployment and development of human resources, and the development of a management system in which the responsibility and capacity to make decisions are appropriately placed at various levels of management, guided by the principles of natural justice, separation of powers, rule of law, good governance and the fundamental rights and freedoms of individuals.

### **5. Freedom of Information Act**

This Act will serve to provide members of the public with the right of access to official documents of the Government and public authorities.

### **6. Public Service Transformation Visioning Day Report**

The completed Public Service Visioning Day Report will be presented to Cabinet for information, and to the Recovery and Development Agency to ensure true alignment with the Recovery Plan of the BVI. The information contained in this report will be utilised in each ministry and department to guide the development of strategic plans, work plans, and individual performance plans to ensure true buy-in for the visions created.

## **7. Integrity in Public Life**

The introduction of an Integrity in Public Life Act will provide for the establishment of an Integrity Commission for the purpose of establishing probity, integrity and accountability in public life. It will seek to preserve and promote the integrity of public officials and institutions.

## **8. Ministerial Code of Conduct**

The Ministerial Code is a document that sets out guidelines and standards for Government Ministers. It is expected that Ministers would execute their duties according to the highest standards of constitutional and personal conduct.

## **9. Purchase of Elections Technology (Voting Machines)**

Approval is being requested for the use of election technology (voting machines) for the 2019 General Elections.

## **10. Visa Waiver Policy**

Approval will be sought to strengthen the visa waiver policy and to create a one-stop shop for visa matters by transferring the processing of visa waivers to the Civil Registry and Passport Office.

## **11. Liquor Licence Bill**

The new Bill will seek to increase the number of sittings throughout the year and decrease processing time by appointing a licensing board to receive, review and make decisions on applications. Licenses are proposed to be valid for one year and will eliminate the need for temporary liquor licenses issued by the Governor.

## **12. Police Act**

The revised Police Act consolidates amendments, regulations and codes of practice, along with recent developments in police terms and conditions, advances in crime-fighting technology and the professionalisation of the constitutional role of the RVIPF.

# Appointments as Acting Governor

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In accordance with Section 37 of the Virgin Islands Constitution Order, 2007 which states:

“During any period when the office of Governor is vacant, or the Governor is absent from the Virgin Islands or is for any other reason unable to perform the functions of his

or her office, the Deputy Governor shall, during Her Majesty's pleasure, act in the office of Governor and shall perform the functions of that office accordingly."

As such, Mr. Archer has served as Acting Governor for the periods:

- 29<sup>th</sup> March to 3<sup>rd</sup> April
- 4<sup>th</sup> April to 13<sup>th</sup> April (Deputy to Governor)
- 17<sup>th</sup> to 26<sup>th</sup> May
- 12<sup>th</sup> to 24<sup>th</sup> July
- 12<sup>th</sup> to 27<sup>th</sup> August

## Courtesy Visits

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In the role of Deputy Governor and Acting Governor, courtesy visits are needed. Courtesy visits are often made when dignitaries from other countries are visiting as a form of respect to the local authority. Additionally, some courtesy visits would provide opportunities to establish relationships that may benefit the Public Service in the future.

During the first month in office, the Deputy Governor paid courtesy visits to Ministers of Government, Members of the Judiciary, Senior Managers, and Heads of Departments, Units and Statutory Agencies under the Governor's Group. The intent was to foster a positive working relationship.

Additionally, courtesy visits with individuals and organisations, both locally and overseas, have taken place:

1. 8<sup>th</sup> March – Mr. Ruari Bourke, Secretary of BVI Bar Association and other members
2. 23<sup>rd</sup> March – Courtesy lunch with Justice David Chivers, Justice Vicki-Ann Ellis and Justice Kim Adderley
3. 4<sup>th</sup> April – Director, BVI Tourist Board, Mrs. Sharon Flax-Brutus
4. 5<sup>th</sup> April - Visited by the Lion's Club District Governor, Mr. Sherwayne Greenidge, President, Mr. Carvin Malone and other honourable members of the BVI Lions Club.
5. 13<sup>th</sup> April – Visited by Mr. Stephen O'Malley, Resident Representative of United Nations Development Programme (UNDP) who provided recovery support to the Territory

6. 15<sup>th</sup> April – Visited by Mrs. Valerie Martens-Monier, Conservator from CARBICA (Caribbean Regional Branch of the International Council on Archives) in support of Records and Information Management Month activities
7. 9<sup>th</sup> May – Visited by Mrs. Caroline Fawkes, Supervisor of USVI Elections, Mr. Wesley Willis, Business Development Manager of Elections Systems and Software, and Mrs. Sherry Mendges, Sales Support Specialist to give a brief overview of electronic voting systems.
8. 20<sup>th</sup> June – Courtesy visit and informative meeting with Incoming District Director of Toastmasters International for the Caribbean Region, Ms. Anita Ramprasad to discuss the possibility of creating a Toastmaster’s Club within the Public Service
9. 12<sup>th</sup> July – Visited by Mr. Alex Musson, BVI Debt Advisor retained by the Government of the Virgin Islands to advise on debt related matters including debt raising in relation to the proposed UK guarantee.
10. 12<sup>th</sup> July – Visited by Mr. Vikas Dubey, Representative from NewGen Software (Coordinated by Archives and Records Management Unit)
11. 19<sup>th</sup> July – Visited by Be Voyageur LLC, a non-profit organisation that assists worldwide with recovery efforts after natural disasters
12. 20<sup>th</sup> July – Visited by Ms. Marie Legault, High Commissioner of Canada in Barbados

## Public Service Outreach

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Focusing and providing emphasis on service continuity, public officers’ needs and concerns throughout the entire Public Service, inclusive of the Sister Islands, while ensuring relationships are established with public officers are important and crucial to the successful transformation of the organisation.

### Sister Island Visits

To make first-hand contact with public officers on the sister islands, the Deputy Governor travelled to the Sister Islands, Virgin Gorda in March and Jost Van Dyke and Anegada in April, to make note of the conditions after the hurricanes and to address issues and concerns public officers wished to discuss and bring to his attention.

### Visits to Displaced Offices

Several Government offices were identified as displaced or working under difficult conditions after the hurricanes. His Excellency the Governor and the Deputy Governor visited these public officers in March where they expressed gratitude to public officers



for the work they have been doing and to offer encouragement as the Public Service continues to work on making conditions better.

The offices visited on that day were:

1. Public Works Department
2. Water & Sewerage Department
3. Environmental Health Division
4. Public Health Unit
5. HM Customs
6. Inland Revenue
7. BVI Postal Services
8. Conservation & Fisheries
9. National Parks Trust
10. Library Services
11. Magistrate's Court
12. Premier's Office
13. Ministry of Natural Resources and Labour
14. Ministry of Communications and Works
15. Treasury Department
16. Department of Information Technology
17. Survey Department
18. Town & Country Planning Department
19. Land Registry
20. Ministry of Finance

Public Officers and the public are also kept abreast of happenings in the Office of the Deputy Governor and the Public Service with the establishment of social media accounts with Facebook, Instagram and Twitter.

## Social Media

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Regular postings are made on all accounts about happenings in the Public Service, the Office of the Deputy Governor, throughout the Territory, Caribbean and World. Be sure to like and follow his social media accounts.

Facebook - @DeputyGovernorBVI (<http://fb.me/DeputyGovernorBVI>)

Twitter - @DeputyGovBVI

Instagram - @DeputyGovernorBVI

# Community Outreach and Involvement

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The Deputy Governor continuously engages with non-profit and other community-based groups to offer his support. He has attended events and participated in activities including:

## Events

1. 8<sup>th</sup> March – BVI Finance: ‘Opportunities for the BVI in Asia Cocktail Event’ with speakers Mr. Ian Mann, Harneys and Ms. Dawn Smith, Ag. Permanent Secretary, Premier’s Office
2. 19<sup>th</sup> March – End of Term Dinner for Justice Barry Leon
3. 22<sup>nd</sup> April – BVI Earth Day Celebration
4. 5<sup>th</sup> May – Greencrete VI’s 5<sup>th</sup> Anniversary Celebration and Launch of New Products
5. 11<sup>th</sup> & 12<sup>th</sup> May – BVI Charter Yacht Society Mid-Year Charter Yacht Show
6. 9<sup>th</sup> June – Queen’s Birthday Parade Celebration
7. 14<sup>th</sup> June – Official Celebration for BVI Athletes
8. 15<sup>th</sup> June – Investiture Ceremony for Mrs. Monica Allen on receiving the British Empire Medal
9. 21<sup>st</sup> June – BVI Red Cross Medal for Service and Bravery Ceremony to show support to public officers who received awards for their service during and after the 2017 storms.
10. 2<sup>nd</sup> July – Territory Day Ceremony
11. 6<sup>th</sup> July – Anegada Community Meeting with His Excellency the Governor and the Department of Disaster Management
12. 21<sup>st</sup> August – Congratulatory Ceremony for Chevening Awards Recipients
13. 24<sup>th</sup> August – A Taster’s Delight Launch Event hosted by Tortola Pier Park

## Speaking Engagements

1. 29<sup>th</sup> March – Class of 2000 ‘Guess Who’s Coming to Dinner’ event
2. 6<sup>th</sup> July – Anegada Community Meeting hosted by the Department of Disaster Management and His Excellency the Governor
3. 22<sup>nd</sup> August – Virgin Islands CDM Strategy and Country Work Programme Stakeholder Consultation Opening Ceremony
4. 24<sup>th</sup> August – M.A.L.E (Mentoring Anointed Leaders Everywhere) Summer Camp 2018 as a guest speaker to offer words of encouragement
5. 26<sup>th</sup> August – Cane Garden Bay Baptist Church Rededication Ceremony

## Conclusion

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The contents of this report are meant to provide information on the operations of the Office of the Deputy Governor. There are a variety of good governance initiatives including the Ministerial Code of Conduct and Human Rights Commission that are currently being championed by this office. Along with those initiatives, the Public Service Management Bill, Integrity Commission, Register of Interests and Freedom of Information (FOI) Bill are priorities to complete the full circle of a good governance framework.

When this takes place, there will be a legal framework for the work of the Public Service and with FOI, the public will have the right to certain information which ensures a certain level of transparency and accountability within the Public Service. The composition of this report foresees that day and hopefully serves as a future model for the Public Service and its leaders.

A transformed Public Service remains a priority, as being between number 1 and 5 in the world in certain services is a vision to be achieved by the year 2030. With the human capacity within the Public Service and the continuous exposure to international best practices, the Public Service will get there! Transformational initiatives are already taking place and persons' eagerness to be better is evident. Service to clients is a priority and the e-government platform with a focus on digital services delivered is foundational to the success of the Transformation Initiative.

Notwithstanding, the approach to this transformation is to build people while simultaneously building programmes and projects. Long lasting change can only take place when the people driving the transformation also transform. The Public Service is on its way and the choice of not being successful is non-existent, because a successful service drives a successful economy. A stronger, smarter, greener, better and more efficient and effective BVI is therefore at the forefront of the work that must be done in the Public Service.

The successful relationship between ministries and departments with the Recovery and Development Agency is paramount to a transformed Public Service and a newly recovered and developed Virgin Islands. With the competence of Senior Managers, Department Heads and the body of public officers, there is confidence that the foundation for an exceptional Public Service has already been laid. The plan is to merge

this competence with a love for our clients and deliver services with pace, passion and empathy for those we serve.

Thank you for reading this report and should there be questions or comments about the contents of this report, please email the Deputy Governor at [DArcher@gov.vg](mailto:DArcher@gov.vg).

Thank you.

A handwritten signature in black ink, appearing to read 'DA', with a long horizontal line extending to the right.

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



# Appendices

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## **1. Appendix A – Deputy Governor’s Monthly Messages**

- a. March
- b. June
- c. July

## **2. Appendix B – Office of the Deputy Governor Circulars**

- a. Circular No. 2 of 2018 – Tsunami Simulation Exercise "Caribwave18"
- b. Circular No. 3 of 2018 – Public Service Transformation Initiative Launch
- c. Circular No. 4 of 2018 – UK Sanctions and Anti-Money Laundering Bill and Public Officers Right to Assembly
- d. Circular No. 5 of 2018 – Public Officers’ Right to Assembly – Marches and Protests
- e. Circular No. 6 of 2018 – One Year Anniversary of Hurricane Irma – Service of Thanksgiving, Reflection and Restoration



## DEPUTY GOVERNOR'S MONTHLY MESSAGE FOR MARCH

On this the 6-month anniversary of Hurricane Irma, I write to extend my regards, care and comfort to you, your families and the persons you interact with in the community. After six months, I was able yesterday to return to my home and sleep under my own roof, as construction continues. While I felt good about being able to do so, I know that there are also persons not as fortunate. I empathize with you!

Immediately, my mind and heart went to the Virgin Islands Community, but specifically, to you as Public Officers. I have heard of your stories of struggle following the recent hurricanes and I know for some persons regardless of age or grade, it has been and continues to be difficult. I understand you!

I am aware that notwithstanding any personal struggles you might have, you have been called upon to transform the Public Service. It is important for you to know that if we collectively push through any personal challenges and engage ourselves and others around us, we can achieve greatness. It is therefore possible while we work on our personal responsibilities, for us to build a Public Service which is stronger, more resilient, more efficient and ready to be ranked with other world class Public Services in the World. This is a challenge I know each Public Officer can rise to. I have the confidence in you!

As your new Deputy Governor, I am pleased to be leading you during this period. You also need to know that in order for us to have a greater Public Service, we all have to do our part which might not always feel comfortable; but as a Public Service family we will do great things together. I am confident the Public Service has the human resources capacity, intelligence and competencies for us to become greater. I will support you!

In the upcoming weeks, my goal is to utilise all possible mediums to let you know I care, expect greatness from you and will do my best to create and maintain a Public Service that allows you to grow, dream, think big, make mistakes, be encouraged and always receive a hand towards a brighter you, Public Service and Virgin Islands. I will work with you!

Please email me at [anewpublicservice@gov.vg](mailto:anewpublicservice@gov.vg) with your comments and feedback about transforming the Public Service. Continue to think highly about yourselves, the Public Service and the Territory of the Virgin Islands. I am here to serve you!

Sincerely,

**David DaCosta Archer, Jr**  
Deputy Governor

1. Always keep the customer as the focus when making decisions. Don't let the process distract you from your obligation to serve clients.
2. Never leave for tomorrow what you can do today. Be absolutely sure it cannot be done within the same day as the action affects someone's life.
3. When giving an answer of no, explain why. Persons have a right to know why you made the decision even if they do not agree.
4. View the development of your team as your most important role. Developing your team is also part of your "work" and should not be viewed as secondary.
5. Always see yourself in the role you want to become, and perform in your current role as if you have reached the next level.
6. Never be afraid to say I do not know or I need help. It is still professional to identify when you need support.
7. Find the people in your profession who are doing well and ask them to support you.
8. View your job as contributing to the overall success of your Territory.
9. As a public officer, my #1 role is to help people at all times.
10. Always research best practices in your field. Don't wait until you hear about it, research what is trending in your professional field.
11. Never forget to turn on your 'Out of Office' when on leave.
12. Return all telephone calls within 24 hours.
13. Without prompting, ask employees how they are doing.
14. Always ask for a deadline when given a task.
15. Ask your supervisor what is important to them and what they are trying to achieve.
16. When presenting an idea always have the pros and cons.
17. Your appearance is important when delivering the right message.
18. At the end of the day, you are always responsible for your own success.
19. Managers provide instructions while leaders inspire others to do.
20. Always anticipate where your supervisor is trying to go and present options before being asked.
21. Never try to just get by, do your task with a zeal for perfection.
22. Don't interrupt persons when they are speaking. Active listening requires patience.
23. Never use the word "but" after a compliment, it erases the strength and passion of the previous compliment.
24. To be a great leader, first serve someone else with all your might and grit.
25. Never be afraid to stand out and up for your beliefs, even if you stand alone.
26. Only share your most bizarre professional dreams with those who will support you. Keep quiet and work diligently on your plan of success.
27. Remember to thank those around you who helped in your achievements.
28. Never criticize your team publically; you are actually criticizing your leadership.
29. Stop to celebrate small accomplishments as you work towards the bigger task.
30. Spend less time defending your work and more time perfecting your work.

  
David D. Archer, Jr.





1. A light is only dim if it's shining on another light. It does not matter how dim a light is once in darkness it shines brightly.  
– *Mr. Giovanni Herbert*
2. Always answer all e-mails before the day is done, even if it's just an acknowledgement of the request. – *Ms. Natalie Hodge*
3. Always be inquisitive and try to learn new things. No matter how well you feel you know your job, there is always room to learn from others. – *Mr. Patrick Ormond (via Facebook)*
4. Always greet your clients with a smile, and make sure your attire speaks well of you. – *Ms. Ziina Hanley*
5. Always make a good first impression. – *Mrs. Sharon Jennings*
6. Always try to be a better version of yourself today than you were yesterday. – *Mr. Anthony McMaster*
7. Answer the phone with a smile. – *Mrs. Helen Seymour*
8. Be kinder than necessary, everyone you meet is fighting some kind of battle. – *Ms. Kasia Penn*
9. Be pleasant and respectful to your co-workers. – *Ms. Theresa Penn*
10. Be the best you that you can be; someday you will need someone like you. 'Maintain your professional posture at all times'.  
– *Mrs. Michelle Donovan-Stevens*
11. Be the excellence you want to experience. – *Ms. Abbarah Brown*
12. Be true to yourself. When making decisions, determine if doing something simply to satisfy a boss or a customer was the best thing to do versus actually doing the best thing. – *Mr. Christopher Varlack*
13. Be who you say you are both personally and professionally.  
– *Ms. Cara Christopher*
14. Character is who you are when no one is looking; integrity is your ability to say 'no'. - John Wooden – *Mr. Christopher Varlack*
15. Colossians 3:23 – "Whatever you do, work with all your heart, as working for the Lord, not for human masters." – *Anonymous*
16. "Don't take counsel of your fears or naysayers." - General Colin Powell – *Ms. Dawn J. Smith*
17. Don't whine about problems. Identify opportunities in the challenges and offer solutions. – *Ms. Theresa Penn*
18. Even if you don't win - keep a winning attitude. You may be your biggest enemy - Believe in yourself! Be your biggest fan!!! Be proud of who you are - your journey and your story. – *Ms. Linette Rabsatt*
19. Every day, ensure you add value to someone's life either by resolving an issue within the realms of Government whether it's related to your office or not. It might be by providing a listening ear or through words of encouragement; however it is done, never complete your day unless you have contributed positively to someone's life.  
– *Mr. Ronald Smith-Berkeley*
20. Everyday this is what I start my day with: Proverbs 3:5 – "Trust in the Lord, oh my soul, and lean not on your own understanding, in all your ways acknowledge Him and He shall direct your path."  
– *Dr. Marcia Potter*
21. Everyone makes mistakes, but never try to hide them and ensure that when you do make a mistake, you learn from it. – *Mr. Patrick Ormond (via Facebook)*
22. Get involved in all activities in your office; it builds camaraderie and personal growth. – *Mr. Vincent Wheatley*
23. Give without expectations. – *Mr. Cryton Brown*
24. Good communication goes a long way. – *Ms. Enid Lennard*
25. "I am a proud Public Officer. I keep God first, not in the middle, not through the pile, not at the end, but first so that I always remember to put others first" – *Mrs. Arlene T. Penn*
26. I have shared this with my senior staff: "If you are going to achieve excellence in big things, you develop the habit in little matters. Excellence is not an exception, it is a prevailing attitude."  
General Colin Powell – *Dr. Marcia Potter*
27. Isaiah 58:6 – 9 <sup>6</sup>Is not this the kind of fasting (Public Service) I have chosen: to loose the chains of injustice and untie the cords of the yoke, to set the oppressed free and break every yoke?  
<sup>7</sup>Is it not to share your food with the hungry and to provide the poor wanderer with shelter—when you see the naked, to clothe them, and not to turn away from your own flesh and blood?  
<sup>8</sup>Then your light will break forth like the dawn, and your healing will quickly appear; then your righteousness will go before you, and the glory of the Lord will be your rear guard.  
<sup>9</sup>Then you will call, and the Lord will answer; you will cry for help, and he will say: Here am I!"  
This has been my guide since the hurricane – *Anonymous*
28. James 1:5 – "But if any of you lacks wisdom, let him ask of God, who gives to all generously and without reproach, and it will be given to him." – *Mrs. Carolyn Stouff Igwe*
29. Listen carefully. People want to be heard so you should give people a chance to explain their ideas properly. – *Ms. Meredith Fahie*
30. Maintain a positive attitude and inspire those around you.  
– *Ms. Theresa Penn*
31. Mediocrity is not a standard. Your work is a reflection of you and should always be done to the best of your ability.  
– *Ms. Kedimone Rubaine*
32. Never compromise your good work ethic because you never know who sees you as a role model. – *Ms. Sandra Ward*
33. "Never get so fascinated by the extraordinary that you forget the ordinary." – *Magdalen Nabb – Dr. Marcia Potter*
34. Pleasure in your job puts perfection in your work. – *Ms. Cherry Fahie*
35. "Progress comes from intelligent use of experience." - Elbert Hubbard – *Ms. Andra Phillip*
36. Be careful when using a fullstop to make sure it doesn't convey a message of sternness or aggression. Look again at your message to make sure the fullstop doesn't make it sound unintentionally menacing or uptight. – *Ms. Jennifer Flemming*
37. "See the light in others, and treat them as if that is all you see."  
- Dr. Wayne Dyer – *Mrs. Petrona Davies*
38. Sometimes you have to walk away from a problem to see the solution. It takes little or no effort to "TRY". We just need some confidence to get going. – *Ms. Linette Rabsatt*
39. Treat every task you are given as though it is of the utmost importance and do it efficiently and to the best of your ability, however unimportant it may seem to you. It may be important to others for reasons you are not aware of; in other words, do your best. – *Mr. Patrick Ormond (via Facebook)*
40. Treat everyone you deal with with respect. Everyone gets frustrated from time to time but showing anger is unlikely to lead to the result you want. – *Mr. Patrick Ormond (via Facebook)*



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**OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 02 OF 2018**

**FROM:** Deputy Governor

**TO:** Attorney General  
Financial Secretary  
Cabinet Secretary  
Permanent Secretaries  
Heads of Department  
All Public Officers

**DATE:** 13<sup>th</sup> March, 2018

**SUBJECT:** Tsunami Simulation Exercise “Caribwave18”

Good day, this message is **important** and can be **lifesaving**; please take it seriously.

By now many of you will be aware that on 15<sup>th</sup> March, 2018 we are expected to join other Caribbean countries, as well as the United States and Canadian east coast states in the annual tsunami response exercise “Caribwave18”.

This year’s exercise simulates a 7.6 magnitude earthquake in the Mona Passage just west of Puerto Rico. **This is an important exercise for us considering our vulnerability to earthquakes and tsunamis.**

The DDM will be coordinating various components of the exercise, and every government ministry, department and statutory agency needs to participate. Survival during these sudden onset events is highly dependent on your level of preparedness.

Considering the frequency of earthquakes that occur in the BVI and in the wider Caribbean, the tsunami advisory that was issued most recently, and the heightened alert issued on 12<sup>th</sup> March to indicate increased activity with *Kick ‘em Jenny* (submarine volcano located approximately 8 miles north of Grenada); it is important that participation is taken seriously.

If you have not yet registered for this exercise, please contact DDM at 468-4198 **urgently** to obtain information as it relates to this exercise and the various evacuation routes identified throughout the Territory.

**Government of the Virgin Islands** | Central Administration Building | #33 Administration Drive | Road Town  
TORTOLA VG1110 | VIRGIN ISLANDS

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**Tel:** (284) 468-2195 | **Fax:** (284) 468-3198 | **Email:** dgo@gov.vg | **Website:** www.bvi.gov.vg

An accountability roll call will be done at the conclusion of the exercise. Let us ensure that we remain in a heightened state of readiness, and I look forward to full participation by all. Thank you.

I wish you the highest productivity for the balance of your day.



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

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## **OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 03 OF 2018**

**FROM:** Deputy Governor

**TO:** Attorney General  
Financial Secretary  
Cabinet Secretary  
Permanent Secretaries  
Heads of Department

**DATE:** 19<sup>th</sup> March, 2018

**SUBJECT:** **Public Service Transformation Initiative Launch – 26<sup>th</sup> March, 2018**

Good morning, I trust you had an enjoyable weekend and are motivated to serve with compassion, pride and energy.

As managers, your commitment to leading a transformed Public Service is critical if we are to be successful in achieving amazing results. We are in the process of transforming the Public Service, and you have been asked to lead this extremely important process.

To ensure you are fully prepared to lead the process and all public officers understand and buy-in to the concept, a ceremony is being planned to officially launch the initiative. The mandatory event is also designed to bring all public officers together to say thank you for the work they do, especially after the recent hurricanes. It is important that this is done.

The event is scheduled for Monday, 26<sup>th</sup> March, 2018 from 9:00 a.m. – 10:00 a.m. at the Tortola Pier Park lawn. The atmosphere will be a relaxed setting, filled with energy, enthusiasm and a renewed sense of direction for the Public Service. I trust you will see the importance of this event.

You are asked to encourage your staff to wear the team colours based on our Public Service Week teams, and you should ensure your staff assembles together with you at the event.

This event is mandatory for public officers except for essential services and teachers. Each office is asked to maintain a front level staff to provide answers to clients who may come to the office during the time of the event.

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**Tel:** (284) 468-2195 | **Fax:** (284) 468-3198 | **Email:** [dgo@gov.vg](mailto:dgo@gov.vg) | **Website:** [www.bvi.gov.vg](http://www.bvi.gov.vg)

Page 2

Public Service Transformation Initiative Launch

19<sup>th</sup> March, 2018

Collectively, we will transform the Public Service one day at a time and one change at a time. I am excited to be your partner in this process.

Thank you for your support, and I look forward to seeing you and your teams at the event.

Sincerely,

A handwritten signature in black ink, appearing to read 'D.A.', with a long horizontal line extending to the right.

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



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**OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 04 OF 2018**

**FROM:** Deputy Governor

**TO:** Attorney General  
Financial Secretary  
Cabinet Secretary  
Permanent Secretaries  
Heads of Department  
All Public Officers

**DATE:** 16<sup>th</sup> May, 2018

**SUBJECT:** UK Sanctions and Anti-Money Laundering Bill and Public Officers’  
Right to Assembly

Good day public officers, by now you should be aware of the current discussions taking place regarding the captioned Bill.

The purpose of this communication is to provide a background to the discussions on the Bill and to inform you of your rights of assembly as laid out in the Virgin Islands Constitution Order (2007).

The UK Sanctions and Anti-Money Laundering Bill introduces measures to tackle criminal activities, including money laundering across international finance. The Bill has the following objectives:

- (1) To create powers for the government to make regulations to impose sanctions;
- (2) To allow financial, immigration, trade, aircraft and shipping sanctions to be imposed;
- (3) To allow for regulations to create exceptions and licences to allow activities to take place that would otherwise be prohibited or restricted by sanctions;
- (4) To have ministerial and judicial review processes to allow individuals and organisations to challenge sanctions imposed on them; and
- (5) To allow regulations to be made to update existing provisions on anti-money laundering and terrorist financing, particularly the Money Laundering Regulations 2017, to be updated after the UK’s exit from the EU.

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TORTOLA VG1110 | VIRGIN ISLANDS

**Tel:** (284) 468-2195 | **Fax:** (284) 468-3198 | **Email:** dgo@gov.vg | **Website:** www.bvi.gov.vg

Following the escalating situation with Russia, the UK Government tabled amendments which would enable sanctions to be imposed for serious human rights violations. Additionally, an amendment included a requirement for the Overseas Territories to implement public registers of beneficial ownership by the end of 2020.

The Bill started in the House of Lords. The new amendment was passed in the House of Commons and the Bill is now awaiting consideration of the amendments within the House of Lords. The discussion and decision on the Bill in the House of Lords will be on Monday 21<sup>st</sup> May, 2018. Please visit <https://www.parliament.uk/education/about-your-parliament/how-laws-are-made/> for more information on the UK Parliamentary System and how Laws are made.

Regarding the current decision on the Bill, the Governor said, "I believe that the BVI is a well-regulated jurisdiction with an effective register of beneficial ownership (BOSSs) that is accessible by law enforcement. Since 2013, the BVI has made it clear that the jurisdiction is committed to implementing public registers when they become the global standard. "

In addition, the Premier said, "We cannot avoid the fact that this decision poses a significant reputational and economic threat to these islands and its financial services industry." He said the BVI has continued to meet information exchange and internal cooperation obligations to the UK and other countries to meet international standards throughout the international business industry. The current discussion around the Bill in the BVI has led to an a-political public protest being organised called the Decision March, on the foundation that if the Bill is passed, the imposition of an Order in Council to enforce the Bill is a breach of the human rights of the people of the British Virgin Islands and a violation of the constitutional freedom of the BVI to determine its financial future.

The Public Service acknowledges the importance of freedom of expression and of assembly and association which have been conferred on all persons by the Virgin Islands Constitution Order, 2007 (Sections 23 and 24). These freedoms are essential in a democratic society such as ours. But these rights are not absolute. In the case of Public officers, it is legally permissible for restrictions to be imposed on the enjoyment of these rights if those restrictions are reasonably required for the performance of their functions.

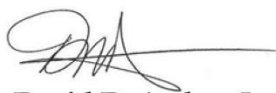
In light of the above and against the backdrop of the planned march scheduled for 24th May, 2018, public officers who intend to participate in the march are advised as follows:

- (1) The Public Service will remain open on the date of the march from 8:30 am to 4:30 pm.
- (2) Public officers wishing to attend the march may do so provided they have permission from their heads of Department, by obtaining leave in accordance with the established leave policies within the public service.
- (3) Heads of Departments should not withhold the request for leave unless the request affects the proper performance of the functions of their organisations.
- (4) Public officers who attend and participate in the march with the permission of their Heads of Departments will not be subjected to any organisational injustices from management or other public officers.
- (5) Public officers who feel they have been denied attendance to the march for reasons unrelated to the functioning of the organization should report the same to the Director of Human Resources.
- (6) Public officers who feel they have been subjected to organisational injustices from management or other public officers as a result of attending the march should report the same to the Director of Human Resources.

As Deputy Governor, I encourage public officers to be engaged in matters that could have impact on the Public Service, the Territory and themselves. Equally, I encourage exercising your constitutional and human rights.

The information provided is extensive and also serves as a reference document. If there is a need for further and personal clarity on the information provided, please email me at [DArcher@gov.vg](mailto:DArcher@gov.vg). Additionally, if departments wish to gather more information on the Bill, they may email the Assistant Secretary in the Premier's Office, Mr. Malvern Brathwaite at [MBrathwaite@gov.vg](mailto:MBrathwaite@gov.vg).

Thank you.



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



**P.S. For ease of reference, the relevant sections (23 and 24) of the Virgin Islands Constitution Order, 2007 are included.**

**Section 23 (Protection of Freedom of Expression)** of the Constitution provides relevantly as follows:

- (1) No person shall be hindered in the enjoyment of his or her freedom of expression.
- (2) A person's freedom of expression includes freedom to hold opinions without interference, freedom to receive information and ideas without interference, freedom to disseminate information and ideas without interference (whether to the public generally or to any person or class of persons) and freedom from interference with his or her correspondence or other means of communication.
- (3) Nothing contained in law or done under its authority shall be held to contravene this section to the extent that it is reasonably justified in a democratic society-
  - (a) in the interest of defence, public safety, public order, public morality or public health;
  - (b) for the purpose of protecting the reputation, rights and freedoms of other persons, or the private lives of persons concerned in legal proceedings or proceedings before a statutory tribunal, preventing the disclosure of information received in confidence, maintaining the authority and independence of the courts, or regulating telecommunications, posts, broadcasting or public shows; or
  - (c) that it imposes restrictions on public officers that are reasonably required for the proper performance of their functions.
- (4) For the purposes of subsection (3), "law" in subsection 3 includes directions in writing regarding the conduct of public officers generally or any class of public officer issued by the Government of the Virgin Islands.



**Section 24 (Protection of Freedom of Assembly and Association)** of the Constitution provides relevantly as follows:

- (1) No person shall be hindered in the enjoyment of his or her freedom of peaceful assembly and association.
- (2) The freedom of peaceful assembly and association includes the right to assemble freely and associate with other persons and, in particular, to form or belong to political parties or trade unions or other lawful associations for the promotion of his or her interest.
- (3) Nothing contained in law or done under its authority shall be held to contravene this section to the extent that it is reasonably justified in a democratic society-
  - (a) in the interest of defence, public safety, public order, public morality or public health;
  - (b) for the purpose of protecting the reputation, rights and freedoms of other persons, or
  - (c) that it imposes restrictions on public officers that are reasonably required for the proper performance of their functions.

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**OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 05 OF 2018**

**FROM:** Deputy Governor

**TO:** Attorney General  
Financial Secretary  
Cabinet Secretary  
Permanent Secretaries  
Heads of Department  
All Public Officers

**DATE:** 16<sup>th</sup> May, 2018

**SUBJECT:** **Public Officers' Right to Assembly – Marches and Protests**

Good day public officers, the purpose of this communication is to inform you of your rights of assembly as laid out in the Virgin Islands Constitution Order (2007).

The Public Service acknowledges the importance of freedom of expression and of assembly and association which have been conferred on all persons by the Virgin Islands Constitution Order, 2007 (Sections 23 and 24). These freedoms are essential in a democratic society such as ours, but these rights are not absolute. In the case of public officers, it is legally permissible for restrictions to be imposed on the enjoyment of these rights if those restrictions are reasonably required for the performance of their functions.

In light of the above and against the backdrop of any planned marches or protests, public officers who intend to participate are advised as follows:

- (1) The Public Service will remain open on the date of marches and protests from 8:30 a.m. to 4:30 p.m.
- (2) Public officers wishing to attend marches and protests may do so provided they have permission from their Heads of Department, by obtaining leave in accordance with the established leave policies within the Public Service.
- (3) Heads of Departments should not withhold the request for leave unless the request affects the proper performance of the functions of their organisations.

**Government of the Virgin Islands** | Central Administration Building | #33 Administration Drive | Road Town  
TORTOLA VG1110 | VIRGIN ISLANDS

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**Tel:** (284) 468-2195 | **Fax:** (284) 468-3198 | **Email:** [dgo@gov.vg](mailto:dgo@gov.vg) | **Website:** [www.bvi.gov.vg](http://www.bvi.gov.vg)

- (4) Public officers who attend and participate in marches and protests with the permission of their Heads of Departments will not be subjected to disciplinary action by reason of such attendance and participation.
- (5) Public officers who have been denied permission to attend and participate in marches or protests for reasons unrelated to the proper performance of their functions or the functioning of the Public Service should report the same to the Director of Human Resources.
- (6) Public officers who are subjected to disciplinary action in the Public Service for attending marches or protests should report the same to the Director of Human Resources.

As Deputy Governor, I encourage public officers to be engaged in matters that could have an impact on the Public Service, the Territory and themselves. Equally, I encourage exercising your constitutional and human rights.

If there is a need for further and personal clarity on the information provided, please email me at [DArcher@gov.vg](mailto:DArcher@gov.vg).

Thank you.



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

P.S. For ease of reference, the relevant sections (23 and 24) of the Virgin Islands Constitution Order, 2007 are included. Circular No. 5 of 2018 Page 3

**Section 23 (Protection of Freedom of Expression)** of the Constitution provides relevantly as follows:

- (1) No person shall be hindered in the enjoyment of his or her freedom of expression.
- (2) A person's freedom of expression includes freedom to hold opinions without interference, freedom to receive information and ideas without interference, freedom to disseminate information and ideas without interference (whether to the public generally or to any person or class of persons) and freedom from interference with his or her correspondence or other means of communication.
- (3) Nothing contained in law or done under its authority shall be held to contravene this section to the extent that it is reasonably justified in a democratic society -
  - (a) in the interest of defence, public safety, public order, public morality or public health;
  - (b) for the purpose of protecting the reputation, rights and freedoms of other persons, or the private lives of persons concerned in legal proceedings or proceedings before statutory tribunals, preventing the disclosure of information received in confidence, maintaining the authority and independence of the courts, or regulating telecommunications, posts, broadcasting or public shows; or
  - (c) that it imposes restrictions on public officers that are reasonably required for the proper performance of their functions.
- (4) For the purposes of subsection (3), "law" in subsection 3 includes directions in writing regarding the conduct of public officers generally or any class of public officer issued by the Government of the Virgin Islands.



**Section 24 (Protection of Freedom of Assembly and Association)** of the Constitution provides relevantly as follows:

- (1) No person shall be hindered in the enjoyment of his or her freedom of peaceful assembly and association.
  
- (2) The freedom of peaceful assembly and association includes the right to assemble freely and associate with other persons and, in particular, to form or belong to political parties or trade unions or other lawful associations for the promotion of his or her interest.
  
- (3) Nothing contained in law or done under its authority shall be held to contravene this section to the extent that it is reasonably justified in a democratic society -
  - (a) in the interest of defence, public safety, public order, public morality or public health;
  
  - (b) for the purpose of protecting the reputation, rights and freedoms of other persons, or
  
  - (c) that it imposes restrictions on public officers that are reasonably required for the proper performance of their functions.



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**OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 06 OF 2018**

**FROM:** Deputy Governor

**TO:** Attorney General  
Financial Secretary  
Cabinet Secretary  
Permanent Secretaries  
Heads of Department  
All Public Officers

**DATE:** 6<sup>th</sup> September, 2018

**SUBJECT:** **One Year Anniversary of Hurricane Irma**  
**Service of Thanksgiving, Reflection and Restoration**

Good day, today marks a very important day in the history of the Virgin Islands. It has been one year since our lives were significantly affected following the passing of Hurricane Irma.

On this background, the Government of the Virgin Islands will host a commemorative service on the occasion of the "First Anniversary of Hurricane Irma" today, Thursday, 6th September at the Central Administration Complex at 4:00 p.m. under the theme 'Service of Thanksgiving, Reflection and Restoration'. The event will be commemorated through a series of reflections including songs, dances and remarks.

To allow public officers to attend this momentous event, Government offices, except for essential services will close at 3:45 p.m. Each office is asked to maintain front level staff to provide assistance to clients who may come to the office during the balance of the workday.

I urge and encourage each public officer to attend and participate in this event as we take time to give thanks and reflect on the significance of this day. I use this opportunity today to also thank you for the work you have done in helping the Public Service and the Territory to recover, rebuild and develop.

I look forward to your attendance. Thank you.

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

