



Development Planning Unit

Government of the British Virgin Islands

## Memorandum of Co-operation and Partnership

between the Government of the British Virgin Islands

and the Government of the United Kingdom

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### Introduction

1. This memorandum sets out the principal aims and objectives which the Government of the British Virgin Islands (BVI) has set itself in consultation with Her Majesty's Government (HMG) over the next three years in key areas of government policy, with appropriate targets and performance measurement criteria. It also represents the agreement of HMG for the programme and plans of BVI.
2. The memorandum is a tangible instrument created to facilitate the new thrust in co-operation and a modern partnership between the United Kingdom and her Overseas Territories. This co-operation and partnership is aimed at promoting sustainable and integrated development, protecting the environment, participative democracy, good government, respect for human rights and economic autonomy for the British Virgin Islands (BVI) over the medium to long term.
3. The memorandum is based on deliberations and conclusions reached to date on a National Integrated Development Strategy for the BVI and on discussions by a consultant with representatives of the United Kingdom and BVI elected representatives and officials between January and May 1998. The discussions focused upon the objectives for the development and good government of the BVI over the next three years.
4. The parties to this memorandum were guided in their deliberations by the need to ensure that optimum use is made of the resources available to BVI from Government revenue and from the assistance to be provided by HMG, by other governments and by multilateral and non-governmental funding agencies.

### **Main Elements of the Memorandum**

5. The memorandum summarises the principal aims and objectives of the BVI for the period 1998-2001 in key areas of government policy. It consists of two parts. The first part identifies the broad principles on which the conduct of the public affairs of the BVI is based and summarises the general commitments of BVI in this regard. It also outlines the principles being followed by HMG and the commitments to which it subscribes in relation to the partnership programme.
6. The second part is the BVI memorandum matrix, which sets out in tabular form the agreed policy objectives of BVI on a sectoral basis. It details the key policy and programme targets and the actions necessary to achieve these. It provides the framework within which BVI will monitor progress on the implementation of these policies and programmes and for the review of the future use of HMG's aid and good government funds. It can also be used to provide access to alternative sources of funding.

## **Principles Guiding the Administration of the BVI**

The BVIG confirms that its mission is:

- *to mobilise and deliver resources to ensure the health, education prosperity, productivity, cohesiveness and resilience of the people of the BVI in a responsible and integrated manner.*

The BVIG confirms that its Vision for the BVI is:

- *an economically sound and socially cohesive society that (a) honours and upholds the principles of human rights, good governance and integrated planning to meet the needs and aspirations of all people of the BVI in a global economy through the sustainable development and utilization of its natural and human resources and (b) respects the culture, traditions and customs of the BVI.*

The BVIG confirms its commitment to democratic principles of government. These include:

- *respect for the rule of law and fundamental principles in the Constitution, including the protection of fundamental rights and freedoms;*
- *maintenance of human rights standards in accordance with the laws of the BVI;*
- *maintenance of law and order and social peace and stability;*
- *representative and participative government including periodic free and fair elections; and*
- *freedom of speech.*

The BVIG commits itself to the principles of responsible, ethical and equitable government. Specifically, it reaffirms its acceptance of the need for:

- *accountability in Government;*
- *the pursuit of sound economic and financial policies aimed at promoting sustainable and integrated development, self-sufficiency and a decent standard of living for the people of the BVI;*
- *the provision of appropriate services by Government to meet the needs and aspirations of the people of the BVI in a global economy;*
- *maintenance of a high standard of administration of justice;*
- *the improvement of existing ties with regional and international organisations;*
- *the adoption of enlightened social policies to promote the peace, stability and cultural advancement of the community; and*
- *consultation with the private sector in order to stimulate and promote private sector investment and business expansion in a global economy.*

## **General Principles Guiding HMG**

HMG reaffirms its commitment to the following principles:

- The reasonable needs of the BVI and the other United Kingdom Overseas Territories will continue to be a first call on the United Kingdom development programme.
- HMG is responsible through the Governor for external relations, for defence, for upholding the Constitution and the rule of law, for promoting good government in the BVI, for the efficient management of the public service and for other areas of reserved responsibility. It is committed to firm stewardship in the discharge of these functions. The Governor consults to the fullest extent possible within the framework of the Constitution on all these issues.
- HMG shares the BVIG's objective of achieving economic independence. HMG remains committed to a policy of assisting its Overseas Territories to full independence when and if it is the clearly and constitutionally expressed wish of the people.

## **HMG's Commitment**

HMG:

- fully supports BVIG's Vision for the BVI;
- agrees to continue to work with BVIG to achieve their joint objectives and to implement the programme set out in this memorandum;
- accepts that there is a case for further technical assistance to the BVI to enable the Government to achieve its objectives; and
- confirms the availability of emergency assistance for disaster relief.

## **Co-operation and Partnership**

BVIG and HMG commit themselves to work in a spirit of close co-operation and in a strong, secure and lasting partnership to achieve the policy objectives, programmes and targets mutually agreed to in this memorandum. In so doing, they further pledge to maintain regular and open communications and close working relations between the representatives of the two Governments, to observe mutual respect for the positions taken by each partner, to work diligently to implement the programmes in a spirit of joint endeavour and to resolve disputes amicably.

BVIG commits itself to review annually the policy objectives, targets and actions contained in this memorandum and to submit a report on progress to HMG via the Governor within two months of the completion of the review.

The parties to this memorandum have agreed to confirm their acceptance of the policy objectives, targets and actions by authorising their duly appointed representatives to sign the memorandum on behalf of their respective Governments.

.....  
Hon. Ralph T. O'Neal, OBE H.E. Frank J. Savage, CMG LVO OBE  
Chief Minister, BVI Governor, BVI  
.....  
Baroness Symons of Vernham Dean  
Parliamentary Under Secretary of State  
for Foreign and Commonwealth Affairs

Dated: 9<sup>th</sup> September, 1998

*BVI MEMORANDUM MATRIX*  
*LIST OF SECTOR ACTION PLANS*

*Administration of Justice*

*Agriculture and Fisheries*

*Aviation*

*Community Development  
and Social Welfare*

*Disaster Preparedness and  
Emergency Services*

*Drugs*

*Education*

*Environment*

*Financial Services*

*Health*

*Infrastructure*

*International Obligations  
and Human Rights*

*Labour*

*Legislature and Democratic  
Process*

*Maritime*

*Penal Reform*

*Police*

*Population and Immigration*

*Public Administration*

*Public Finance*

*Tourism*

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## ADMINISTRATION OF JUSTICE

### AIM

To provide a high standard of administration of justice.

### OBJECTIVES 1998-2001

- To strengthen the delivery of judicial services.
- To provide an adequate level of specialised legal and judicial services for the financial services sector.
- To provide better protection for consumers.

### ACTION PLAN

- a. Develop by June 1999 a programme of law revision and reform.
- b. Seek resources for construction of a Legal and Judicial Services Facility.
- c. Review the existing framework for consumer protection, establish whether there is a need for it to be improved and implement any necessary improvements by legislation or other means by June 1999.
- d. Jointly with the Education Ministry and the Financial Services Sector and in consultation with the Bar Association, develop and consolidate by June 1999 plans to ensure adequate delivery of specialised legal and judicial services in the financial services sector.
- e. Develop by June 1999 a programme to improve court reporting and provide the financial and human resources necessary to sustain it.
- f. Establish appropriate means to ensure effective investigation of suspicious financial transaction reports under the Proceeds of Crime Act.
- g. Establish appropriate means to ensure effective delivery of Legal Aid.

Responsibility for Action Plan: Deputy Governor/Attorney General

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## AGRICULTURE AND FISHERIES

## AIM

To improve the production and marketing of local produce by 30% and link both to domestic and tourism market consumption.

## OBJECTIVES 1998-2001

- To promote backyard gardening, tree crop development and the rearing of small stock and poultry.
- To promote increased agricultural production by the use of alternative technologies.
- To diversify agricultural production patterns by including non-traditional crops.
- To establish a programme of irrigation and soil conservation.
- To create a nucleus of supportive agricultural activities at Paraquita Bay.
- To increase the supply of local fish
- To improve institutional support.

## ACTION PLAN

- a. Continue to construct mini dams and other irrigation facilities.
- b. Initiate a programme of reforestation and soil conservation in areas most prone to erosion by December 1998.
- c. Develop a model results oriented agricultural facility at Paraquita Bay by January 1999.
- d. By June 1999 complete Phases I and II of the Institutional Support Programme and commence Phase III of the Programme.
- e. Continue the programme of backyard gardening, tree crop and livestock development.
- f. Initiate the trial production of non-traditional crops by June 1999.
- g. Continue the monitoring programme for the pink mealy bug.
- h. Continue to promote the production of Virgin Islands white sheep.
- i. Establish by June 1999 a system for the control of stray animals, including dogs.
- j. Develop by June 1999 a programme for fish breeding, fish farming and the expansion of deep sea fishing.
- k. Seek soft loan funding for farmers and fishermen.

Responsibility for Action Plan: Ministry of Natural Resources and Labour

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## **AVIATION**

### **AIM**

To ensure that BVI meets internationally required standards of safety and security and maintain a safe and properly regulated aviation sector.

### **OBJECTIVES 1998-2001**

- To establish and maintain regulatory oversight in accordance with standards set by the International Civil Aviation Organisation (ICAO).
- To develop quality infrastructure to meet BVI's sustainable and integrated development needs.

### **ACTION PLAN**

- a. Implement minimum ICAO aviation safety standards by December 1998.
- b. Undertake tests and inspections of airport and airline procedures to ensure that they comply with Civil Aviation Agency (CAA) recommendations and take steps to rectify deficiencies.
- c. Provide lighting for Anegada airport by January 1999.
- d. Ensure that there is a regular air link between Tortola-Anegada and Virgin Gorda-Anegada by December 1999.
- e. Complete replacement of terminal and landside works at Beef Island Airport by May 2000.
- f. Complete runway extension at the Airport by July 2000.
- g. Acquire and upgrade Virgin Gorda Airport by September 2000.
- h. Complete upgrading of apron and new landside works at the Airport by January 2001.

Responsibility for Action Plan: Ministry of Communications and Works

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## **COMMUNITY DEVELOPMENT AND SOCIAL WELFARE**

### **AIM**

To build a socially cohesive, thriving community in BVI through integrated social and economic policies which seek to strengthen community relations, minimise social tensions, and eradicate poverty.

## OBJECTIVES 1998-2001

To establish a policy and institutional framework which will promote the rights of poorer and more vulnerable members of society, enhance their livelihood opportunities and increase their access to social services.

### ACTION PLAN

- a. Commission by December 1998 a Country Poverty Assessment.
- b. Formulate by December 1999 community development and social welfare policy guidelines particularly as regards issues affecting children, juveniles, the elderly, the disabled, the family and gender.

Responsibility for Action Plan: Department of Health (Community Services)

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## DISASTER PREPAREDNESS AND EMERGENCY SERVICES

### AIM

To maintain efficient and effective emergency services.

## OBJECTIVES 1998-2001

To ensure that the emergency services are properly staffed and resourced.

### ACTION PLAN

- a. Develop and implement a policy for replacement and maintenance of emergency services vehicles and other assets.
- b. Continue to improve disaster management, including disaster preparedness, disaster response capability, disaster mitigation plans and recovery.
- c. Continue the retrofitting of effective emergency shelters.
- d. Bring into force a comprehensive Disaster Management Act by December 1998.
- e. During 1999 launch a comprehensive mitigation programme based on the recently completed Hazard and Risk Assessment Project Report.
- f. Upgrade the capability to respond to oil spills.
- g. Continue to support and encourage Virgin Islands Search and Rescue (VISAR).

Responsibility for Action Plan: Deputy Governor

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## DRUGS

### AIM

To establish BVI as a country where drug abuse in the community is an exception, where drugs education and rehabilitation services are effective, and where the measures to combat drug trafficking and abuse act as a real deterrent.

### OBJECTIVES 1998-2001

- To establish and maintain an effective drug interdiction capability and to participate fully in international and regional co-operative efforts against drug trafficking in the region (e.g the EU Caribbean Drugs Initiative).
- To develop and maintain a comprehensive drug education demand reduction, and rehabilitation programme.

### ACTION PLAN

- a. Strengthen the role of CADA and the National Drug Council, if necessary through legislation.
- b. Develop by December 1998 a community education programme in relation to drug and alcohol abuse.
- c. Improve effectiveness of drug rehabilitation programme by December 1999.
- d. Participate fully in the EU Caribbean Drugs Initiative (CDI) programmes.
- e. Notify UNDCP Caribbean Co-ordination mechanism of all drugs-related projects on a regular basis.
- f. Take steps by December 1998 to reinforce co-operation within BVI between police, customs and immigration services and their co-operation with neighbouring jurisdictions.
- g. Ensure that the Police Marine Division, including its air branch, is fully staffed and resourced and that the police aircraft and patrol vessels are properly maintained and operating efficiently.
- h. Keep up to date Designation Orders for confiscation and forfeiture under drugs legislation.
- i. Bring into force the Customs Management Act by December 1998.
- j. Ensure that the Overseas Territories Regional Criminal Intelligence System (OTRCIS) and the Caribbean Customs Law Enforcement Council (CCLEC) intelligence systems are fully staffed and resourced.
- k. Implement agreed recommendations of the World Customs Organization (WCO) "Customs Reform and Modernisation Review."
- l. Ensure that the Customs Mobile Task Force is fully staffed and resourced.
- m. Review penalties under drugs legislation and increase these so that they act as a real

deterrent.

**Responsibility for Action Plan: Governor/Attorney General/ Police/Customs/  
Immigration/Ministry of Health and Welfare**

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## **EDUCATION**

### **AIM**

**To raise educational standards in order to facilitate the active participation of BV Islanders in the economic, political and social development of the Territory.**

### **OBJECTIVES 1998-2001**

- **To ensure that the education system responds to and enhances the economic and social development of the Territory.**
- **To ensure that the education system responds to demographics.**
- **To improve literacy, numeracy and IT skills.**
- **To improve pre-primary and primary education.**
- **To strengthen the secondary education system.**
- **To further develop domestic tertiary education.**
- **To improve technical and vocational training skills.**
- **To improve cultural facilities and avenues for cultural expression.**
- **To improve education management.**
- **To improve and better maintain educational infrastructure.**

### **ACTION PLAN**

- a. Introduce by December 1998 compulsory second/third languages in the Primary/High School system.**
- b. Evaluate the first "Five Year Education Development Plan" by June 1999.**
- c. Jointly with the Deputy Governor's Office, the Chief Minister's Office and the Financial Services Sector, develop and consolidate plans by June 1999 to ensure adequate delivery of specialist services in all sectors of the economy but especially in the public service, tourism and financial services sectors.**
- d. In collaboration with regional and international educational institutions, establish by June 1999 a distance learning programme to improve the skills of the working population.**

- e. Conduct a comprehensive review of the education system by January 2000.
- f. Develop and maintain a comprehensive new Education Development Plan by January 2000 which addresses issues such as infrastructure, curriculum development, management reform, manpower policy, legislation, training and support services.
- g. Review existing cultural facilities, establish whether there is a need for new ones and reinvigorate the various avenues for cultural expression by January 2000.
- h. Ensure a cadre of well-qualified teaching professionals, particularly Education Officers, by providing educational programmes, in-service training, support services and assistance in higher degree learning.
- i. Ensure continuance of ongoing pilot programmes in primary, secondary and evening schools.
- j. Continue planned maintenance programme for all physical facilities.
- k. Maintain a special educational facility for children with special needs.
- l. Implement the OECS Education Reform Strategy by June 2001.

Responsibility for Action Plan: Ministry of Education and Culture.

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## ENVIRONMENT

### AIM

To preserve and enhance BVI's environment and marine assets.

### OBJECTIVES 1998-2001

- To identify the carrying capacity of BVI's natural resources.
- To guide the sustainable use of the natural resources.
- To strengthen the legislative framework, institutional capacity and implementation of effective programmes for:
  - physical planning and development control
  - marine environment conservation
  - sewerage and waste management
  - preservation of cultural heritage
  - strengthening environmental education
- To introduce enabling legislation to implement the Bonn Convention on Migratory

## Species and the Convention on Biological Diversity.

### ACTION PLAN

- a. Determine by December 1998 which environmental Conventions apply to BVI and develop a programme to implement them.
- b. Formulate by June 1999 Sewerage and Waste Management policy guidelines.
- c. Establish by June 1999 a general purpose environmental education programme for the general public.
- d. Review the Parks and Protected Areas System Plan by June 1999.
- e. Improve implementation of the CITES Convention by strengthening relevant legislation by June 1999.
- f. Collaborate by December 1999 with international and regional organisations to develop programmes identifying the carrying capacity of BVI's natural resources, guiding their sustainable use and strengthening their control, conservation, management and preservation.
- g. Review, update and strengthen legislation on physical planning and the environment.
- h. Develop a timetable by December 1998 for implementing measures under the Bonn Convention and Biological Diversity Convention.
- i. Strengthen environmental health control.
- j. Assist in the establishment of a marine research centre by June 2000.
- k. Develop by December 2001 a coastal zone management plan.
- l. Develop by December 2001 a plan for environmental and fisheries protection with the Police Marine Division and Customs Department.

Responsibility for Action Plan: Ministry of Natural Resources and Labour/Department of Conservation and Fisheries/Solid Waste Department/Town and Country Planning Department.

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### FINANCIAL SERVICES

#### AIM

To promote a viable and properly regulated world-class financial services sector.

#### OBJECTIVES 1998-2001

To establish the legislative and institutional framework in line with the highest internationally accepted regulatory standards to allow the growth of diversified high-

quality financial services industry.

### ACTION PLAN

- a. Expand the company manager legislation to provide for a mandatory code of practice by December 1998.
- b. Introduce compulsory powers to extend regulator to regulator co-operation when current financial services legislation is revisited later this year.
- c. Prepare for and co-operate with the Caribbean Financial Action Task Force (CFATF) evaluation planned for July 1999.
- d. Ensure that BVI meets the Basle Core Principles by early 1999, including the transformation of the Financial Services Inspectorate into an independent statutory body (ISB).
- e. Ensure, if necessary through the hypothecation of revenue from the financial services sector, that the ISB is properly resourced to the satisfaction of the Board.
- f. Ensure, through training and a high quality recruitment policy, that the ISB is properly staffed.
- g. Consider studies, recommendations and funding for a Financial Services Building.
- h. Consider the establishment of a bank deposit protection scheme for local investors and make recommendations by March 1999.
- i. Jointly with the Education Ministry, the Labour Department, the Deputy Governor's Office and the Attorney General and in consultation with local associations connected with financial services, develop and consolidate by June 1999 plans to ensure adequate delivery of specialised services in the financial services sector.

Responsibility for Action Plan: Ministry of Finance (Director of Financial Services)

#### Note:

ACTION PLANS d. AND e. TO BE THE SUBJECT OF FURTHER DISCUSSION.

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## HEALTH

### AIM

To ensure the efficient and effective provision of health services.

### OBJECTIVES 1998-2001

- To provide a well-managed, cost effective and efficient primary and secondary health service.

- To realise a state of wellness among nationals and residents based on the WHO's definition of health.
- To ensure that the population is able to gain access to appropriate and affordable medical treatment.
- To give high priority to preventative medical services with emphasis on health, diet and nutrition education and awareness.
- To provide an appropriate range of services for vulnerable groups, including the elderly and disabled.
- To strengthen environmental health services.

### ACTION PLAN

- a. Develop assistance and grant programmes for the care of the elderly by December 1998.
- b. Revise the Health Management Information system by December 1998.
- c. Develop by December 1998 policy guidelines addressing the problem of AIDS and other STDs in line with best international practice.
- d. Renovate clinics at North Sound and Anegada by December 1998 and upgrade clinic at the Valley, Virgin Gorda and generally improve health services in the outer islands by January 2000.
- e. Extend Peebles Hospital by June 1999 and employ well-trained professional and technical staff and provide modern and reliable equipment by June 2000.
- f. Develop and implement a plan for the provision of specialist medical services by June 1999.
- g. Strengthen by June 1999 the operations of the Solid Waste Department in the area of environmental health.
- h. Determine the feasibility of establishing a National Health Insurance Scheme and explore methods of implementation by June 1999.
- i. Develop and implement protocols of care and clinical practice guidelines by June 1999.
- j. Establish by June 1999 a proper management system for existing sports and recreational facilities.
- k. Develop by June 1999, with assistance from voluntary organisations, an integrated sports programme to promote individual and team sports in schools and in the region.
- l. Rationalise the operation of District Health Clinics by December 1999.

- m. Consider studies, recommendations and funding for a new hospital complex with modern facilities by December 1999.**
- n. Review and revise existing health legislation by December 1999.**
- o. Complete the Health Services Adjustment Project by January 2000.**

**Responsibility for Action Plan: Ministry of Health and Welfare**

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## **INFRASTRUCTURE**

### **AIM**

**To provide social and economic infrastructure which is of good quality, cost effective and meets the needs of integrated development.**

### **OBJECTIVES 1998-2001**

- To establish a transport sector master plan in line with the public sector investment programme.**
- To rationalise the management of transport infrastructure.**
- To rationalise public investment in infrastructural services which may be provided by the private sector.**
- To introduce planned maintenance for all public structures and roads and provide the financial and human resources necessary to sustain it.**
- To extend water and sewerage connections to the remaining major residential and commercial areas.**

### **ACTION PLAN**

- a. Bring into force a modern Building Code by December 1998.**
- b. Develop by December 1998 a policy on contracting out and privatization of public services and continue to use the petty contracts system.**
- c. Develop and improve the Water and Sewerage Department and begin the implementation of a long term plan for water and sewerage for the four major islands of the Territory by January 1999.**
- d. Develop by June 1999 and implement an infrastructure maintenance plan for air, land and sea transport.**
- e. Rehabilitate Queen Elizabeth II Bridge by June 1999.**
- f. Carry out by June 1999 a survey of Government assets in collaboration with the Ministry of Finance.**

- g. Initiate by December 1999 a study into alternative sources of energy such as wind and solar.
- h. Complete major projects as follows:
  - Blackburn Road and Drake's Highway by January 2001.
  - Beef Island Airport terminal, runway extension and apron upgrading by January 2001.
- i. Continue Road Town Improvement Scheme.
- j. Consider studies, recommendations and funding for:
  - improvements to Virgin Gorda airport
  - resurfacing and improvement of Anegada airport
  - outstanding water distribution projects
- k. Develop by January 2001 and implement a transport sector master plan.

Responsibility for Action Plan: Ministry of Communications and Works

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**INTERNATIONAL OBLIGATIONS AND HUMAN RIGHTS  
THIS SECTOR TO BE THE SUBJECT OF FURTHER DISCUSSION.**

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## LABOUR

### AIM

To adapt labour policy to meet manpower and integrated development needs.

### OBJECTIVES 1998-2001

To develop and maintain a comprehensive and flexible labour policy which will:

- produce an efficient, well-educated and well-trained labour force
- encourage the labour force to serve as a catalyst for the development of the dominant industries of tourism, financial services and government
- gradually reduce in a harmonious manner the demand for foreign labour in selected categories
- To attain and maintain full employment within the context of BVI's overall macro-economic strategy and integrated development plan.

### ACTION PLAN

- a. Review and update the legal framework for the management and control of labour.
- b. Complete the revision of the Labour Code by December 1998.
- c. Develop by December 1998 a plan to allow the Financial Services Sector to have a meaningful role in the processing of financial services work permits.
- d. Develop and maintain a comprehensive and flexible labour policy by April 1999.
- e. Integrate Labour and Immigration information systems by January 2000.
- f. Set and accomplish by January 2001 targets for the reduction of foreign labour.
- g. Provide incentives to encourage the return of trained nationals living abroad.
- h. Provide further incentives for entrepreneurs.
- i. Closely monitor and enforce the work permit regime.

Responsibility for Action Plan: Ministry of Natural Resources and Labour/Labour Department/Immigration Department

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## LEGISLATURE AND DEMOCRATIC PROCESS

### AIM

To improve the efficiency and accountability of Government and to maintain high standards of good governance.

### OBJECTIVES 1998-2001

- To complete the revision of the BVI Constitution before the next election (due by May 1999).
- To ensure the effective operation of the legislature and the democratic process.
- To assist in strengthening the role of the Public Accounts and Expenditure Committees.

### ACTION PLAN

- a. Draft and approve the new BVI Constitution by December 1998.
- b. Complete the action to be taken by BVIG on the relevant recommendations in the Constitutional Commissioners' Report 1993.
- c. Review by December 1998 the outcome of the study on election of members at large.
- d. Consider the findings of the review on LegCo emoluments and implement an acceptable package for members' entitlements by December 1998.

Responsibility for Action Plan: Attorney General/Clerk of Legislative Council

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**MARITIME**

**AIM**

To comply with internationally recognised shipping and maritime safety practices.

**OBJECTIVES 1998-2001**

- To achieve a self-reliant and self-sustaining Category II Ship Survey, Inspection and Certification regime.
- To finalise and implement boundary delimitation agreements.

**ACTION PLAN**

- a. Implement the recommendations of the "Hamilton Report" on Category II Shipping Registers and Ferry Safety in the Overseas Territories.
- b. Negotiate boundary delimitation agreement with Anguilla by December 1998.
- c. Establish a regulatory framework designed to achieve a greater degree of safety and reduce the number of marine accidents.

Responsibility for Action Plan: Ministry of Communications and Works

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**PENAL REFORM**

**AIM**

To provide internationally acceptable standards and practices of custodial care.

**OBJECTIVES 1998-2001**

To maintain a substantive penal reform programme, including the management and training of prison staff, with particular reference to ensuring awareness of, and compliance with, international human rights obligations as they affect the treatment of offenders.

**ACTION PLAN**

- a. Revise prison rules in accordance with European and UN minimum standards by December 1998.
- b. Consider by December 1998 whether there is a case for building a juvenile facility and, if necessary, agree implementation plan.
- c. Consider by June 1998 whether there should be alternatives to custodial sentences and, if necessary, introduce amending legislation.

- d. Implement an annual programme of prison officer training for all grades of prison staff, as from January 1999.**

Responsibility for Action Plan: Ministry of Health, Education and Welfare

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## **POLICE**

### **AIM**

To maintain an efficient and effective police force.

### **OBJECTIVES 1998-2001**

To ensure that the police force is properly staffed and resourced.

### **ACTION PLAN**

- a. Agree implementation plan arising out of police review by December 1998.**
- b. Develop and implement a policy for replacement and maintenance of police vehicles and other assets.**
- c. Maintain and strengthen effective liaison and participation in the Overseas Territories Regional Criminal Intelligence System (OTRCIS).**
- d. Continue to improve disaster management, including disaster preparedness, disaster response capability, disaster mitigation plans and recovery.**
- e. Institute a police training programme to provide awareness of, and compliance with, international human rights obligations.**
- f. Ensure that the Police Marine Division, including its air branch, is fully staffed and resourced and that the police aircraft and patrol vessels are properly maintained and utilised to the best advantage.**

Responsibility for Action Plan: Commissioner of Police

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## **POPULATION AND IMMIGRATION**

### **AIM**

To achieve and maintain the optimal population size within the context of BVI's overall macro-economic strategy and integrated development needs.

### **OBJECTIVES 1998-2001**

- To monitor closely and control the population growth.**
- To continue to monitor closely and control the flow of immigration.**

- To encourage the nuclear family environment.
- To avoid ethnic grouping.
- To aspire towards a population of top quality.
- To provide the DPU with adequate data.

### ACTION PLAN

- a. Develop by June 1999 a programme to educate the community about:
  - the advantages of limiting family sizes and of the nuclear family
  - population issues, particularly those relating to health and education
  - family planning
  - the availability of education and health services
- b. Develop by June 1999 and maintain a programme which encourages the integration of all ethnic and island groups.
- c. Promote family planning.
- d. Develop by January 2000 and maintain a National Population Policy.
- e. Develop by January 2000 and maintain a fair and realistic Immigration Policy and procedures within the Immigration Department which are consistent with the Constitution, the laws of the BVI and BVI's international human rights obligations.
- f. Develop and maintain a programme of co-operation between the DPU and the providers of raw data, supported by a Statistical Act.

Responsibility for Action Plan: Chief Minister's Office and the Chief Immigration Officer working jointly with the Governor (in respect of his public service management responsibilities) and the Attorney General (in respect of the law and BVI's international human rights obligations).

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### PUBLIC ADMINISTRATION

#### AIM

To develop and maintain a well-structured, efficient public service to ensure the prompt delivery of services in support of BVIG policies.

#### OBJECTIVES 1998-2001

- To institute a comprehensive public sector development programme to improve

personnel management, service delivery and performance standards through structural and management reform, training, and a soundly based pay and manpower policy.

- To maintain employment costs of the public sector at less than 50% of recurrent expenditure.

### ACTION PLAN

- a. Establish a public sector development planning and co-ordination committee by December 1998 to manage the reform process.
- b. Implement from December 1998 the Performance Management Programme, particularly the merit and reward system.
- c. Institute a rolling programme of job evaluation and efficiency reviews in all government departments from December 1998 leading up to a comprehensive salary and grading review in 1999.
- d. Institute a training initiative to strengthen all areas of management by December 1998.
- e. Develop succession plans for all sectors of the public service by December 1998.
- f. Introduce legislation for a new pension scheme by December 1998.
- g. Take the first steps by December 1998 to institute a comprehensive programme of records management, including the establishment of National Archives.
- h. Revise the Public Service Commission Regulations by March 1999.

Responsibility for Action Plan: Office of the Deputy Governor

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### PUBLIC FINANCE

#### AIM

To develop a soundly based economy, which allows BVIG to provide appropriate economic and social services, through prudent financial management and budgetary control techniques.

#### OBJECTIVES 1998-2001

To develop a medium term economic strategy which will incorporate agreed policies on:

- Revenue enhancement
- Borrowing and debt management
- Contingency reserves

- **Public sector investment programme**
- **To develop and maintain sound financial and budgetary controls buttressed by effective internal audit and management information systems without stifling the economy.**
- **To introduce appropriate risk management techniques, including insurance and asset maintenance programmes in order to contain BVIG and UK contingent liabilities.**

### **ACTION PLAN**

- a. Agree terms of reference for a consultancy by December 1998 to assist in developing a medium term economic strategy.**
- b. Agree terms of reference for a consultancy by December 1998 to assist in developing a public sector investment programme.**
- c. Target recurrent surpluses at 3% of GDP.**
- d. Maintain reserves at a level equivalent to at least four months of recurrent expenditure.**
- e. Increase the emergency/disaster relief fund to \$1.5m by March 1999.**
- f. Recover 33% of revenue arrears by March 1999.**
- g. Revise finance and audit legislation by December 1999.**
- h. Bring government accounts up to date and clear backlog of statutory body accounts by March 1999.**
- i. Introduce programme budgeting from January 2000.**
- j. Strengthen internal audit unit and implement structured work-plan; value for money (VFM) audits to start from January 2000.**
- k. Restrict government borrowing to a level where loan repayments do not exceed 3% of the previous year's revenue and agree a threshold with HMG above which clearance for borrowing will be obtained.**
- l. Ensure that all government information systems are year 2000 compliant and institute remedial action by December 1998.**
- m. Review recommendations of the May risk management study and develop a comprehensive risk management strategy.**
- n. Improve accountability by ensuring that all ExCo papers which have financial implications contain Financial Secretary's comments.**
- o. Improve controls over supplementary appropriations, in particular by heightening**

the awareness of accounting officers to their role.

- p. Bring into force the Customs Duties Act by December 1998.**
- q. Undergo a World Customs Organisation (WCO) "Customs Reform and Modernisation Review" programme and implement recommendations.**
- r. Implement the automated system for Customs data (ASYCUDA) by March 1999.**
- s. Institute by December 1998 a programme for the disposal of assets forfeited to BVIG under drugs legislation.**

**Responsibility for Action Plan: Ministry of Finance**

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## **TOURISM**

### **AIM**

To develop tourism on a sustainable basis with minimal environmental degradation in such a way as to stimulate the economy for the benefit of BV Islanders while preserving their heritage and culture.

### **OBJECTIVES 1998-2001**

- To establish a framework for tourism policies and programmes which addresses economic, social, cultural, environmental and spatial issues.
- To enhance the institutional capacity at the national level effectively to manage the tourism industry.
- To deepen and widen the tourism product in new and established markets.
- To provide the direction whereby the competitiveness of the tourism industry can be maintained.
- To provide a framework for increasing the involvement of BV Islanders in the tourism industry.
- To emphasise the roles of heritage and culture in the promotion of tourism.

### **ACTION PLAN**

- a. Implement immediately the agreed recommendations in the Coopers and Lybrand Tourism Report 1996.**
- b. Review by January 1999 the outstanding recommendations in the Cruiseship Study 1992 and implement the agreed recommendations.**
- c. Implement short-term promotional measures in key tourism sectors to ensure increased arrivals during the 1998/99 season.**

- d. Encourage BV Islanders to develop small hotels, guest houses, villas and rental homes.**

**Responsibility for Action Plan: Ministry of Tourism**