

ANNUAL REPORT

PORTS AUTHORITY OF THE TURKS & CAICOS ISLANDS

For the year ended March 31, 2025



Vision, Mission & Values



VISION

To become one of the Caribbean's leading ports by providing professional and quality services to the people and businesses of the Turks and Caicos Islands.

MISSION

A financially self-sustaining public service that provides the most efficient maritime transportation facilities to the people and businesses of the Turks and Caicos Islands.

VALUES

Collegiality, Passion,
Efficiency, Responsiveness,
Professionalism, Integrity,
Accountability

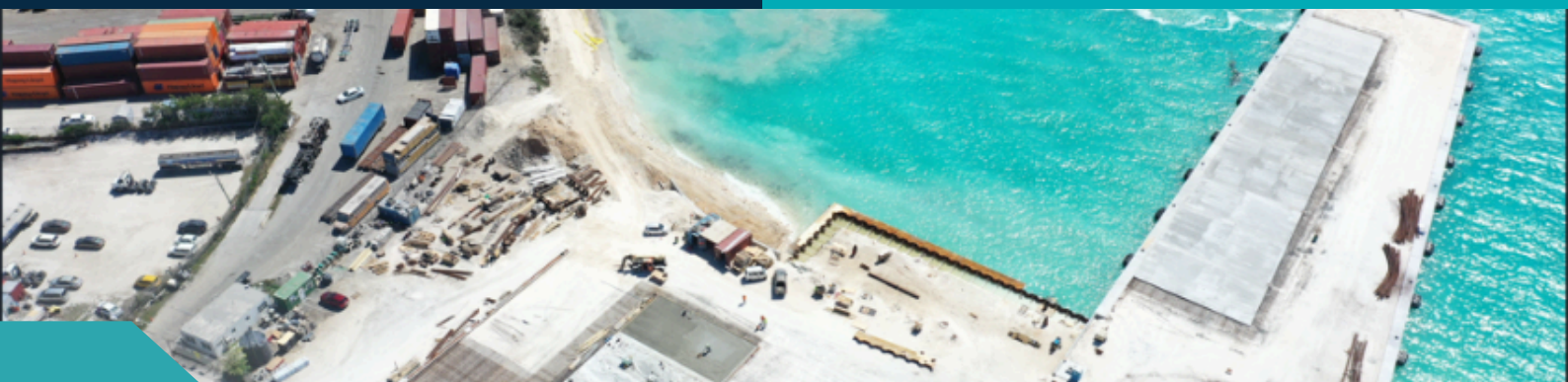


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BOARD OF DIRECTORS

BOARD OF DIRECTORS

Mr. Tueton Williams	Chairman
Mr. Dennis Swann	Deputy Chairman
Mrs. Tracey Parker- Gray	Director
Mr. Crosly Bain	Director
Ms. Shawonda Gardiner	Director
Ms. Nordia Campbell	PS Finance Representative
Mrs. Bridgette Newman	PS Physical Planning & Infrastructure Development
Mr. Mark McAulay	Ag Director of Public Works Department
Ms. Linda Malcolm	Border Force
Mrs. Paula Myers	Secretary
Mr. Delton Jones	Director

BOARD COMMITTEES

INFRASTRUCTURE COMMITTEE

Director Crosly Bain	Chairman
Director Tracey Parker-Gray	Member
Public Works Department Rep.	Member
Ports Authority Project Manager	Member
Port Engineer	Member
Director of Ports	Member

AUDIT AND FINANCE COMMITTEE

Director Dennis Swann	Chairman
Permanent Secretary of Finance	Member
Director of Ports	Member
Ports Authority Financial Controller	Member

HUMAN RESOURCE COMMITTEE

Border Force	Chairman
PPID	Member
Director of Ports	Member
Human Resource Manager	Member



Tueton Williams
Chairman



Dennis Swann
Deputy Chairman



Tracey Parker-Gray
Director



Crosly Bain
Director



Paula Meyers
Board Secretary



Delton Jones
Director



Shawonda Gardiner
Director

MANAGEMENT TEAM



Delton Jones
Director



Shawna Lewis
Deputy Director



Sarhea Rigby
Financial Controller



Lynco Williams
Project Manager



Dwayne Simmons
Project Engineer



Eric Cooper
Harbour Master



Paula Stewart
Business & Communications Manager



Keva Garland-Forbes
Human Resource Manager



Sharonna Walkin
Training and Compliance Manager



Fris Rigby
Operations Manager (Providenciales)



Keith Simons
Operations Manager (Grand Turk)



Deveraux Malcolm
IT Manager

PATCI FACT SHEET 2024/2025

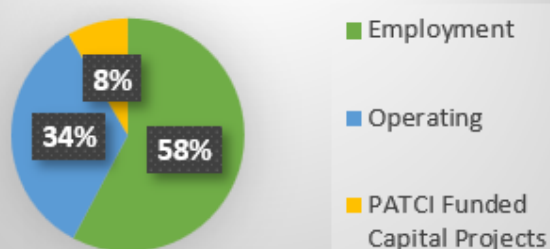
Human Resources Statistics

Executive Team 9	New Employees 10
Administrative Team 11	Departing Employees 11
Frontline Services 41	Promotions 7
Wage Staff 4	Ten Year Anniversary 2

Strategic Objectives

- Secure Ports
- Safe Ports
- Resilient Ports
- Sustainable Ports
- Partnership and Collaboration

Actual Expenses FY 2024/25



Financial Analysis

	Budget 24/25	Unaudited Actual
Revenue	\$10,879,472	\$11,453,291
Total Expenditure	\$6,378,775	\$5,529,645
Operating Surplus	\$4,500,697	\$5,923,646
Capital Projects	\$1,970,000	\$550,000

KEY STATISTICS FY 2024/25

- Number of Compliant Vessels 426
- Number of Non-Compliant Vessels 318
- Number of TEU's 46,551
- Total tonnage 896,487 tons
- Training Hours 1,512
- Key Programme Strategies 5
- Community Outreach Programs Initiatives 5

Capital Projects FY 2024/25

<u>Grand Turk</u>	<u>Providenciales</u>	<u>South Caicos</u>
Main Berth Improvements	Redevelopment Phase I and II Port Office Furnishing Security Guardhouse	Infrastructure Development Phase 1
<u>North Caicos</u>		
Masterplan Phase II		

CHAIRMAN'S FOREWORD



Tuston Williams
Chairman

As Chairman, I am pleased to present the foreword to the 2024/25 Annual Report.

The Ports Authority remains a steadfast partner in realizing the Turks and Caicos Islands' Vision 2040. Our unwavering support for maritime activities is fundamental to fostering prosperity and sustainable livelihoods across our archipelago.

The significant economic expansion experienced by the TCI in fiscal year 2024/25 directly fueled increased shipping activity. This surge propelled the Ports Authority's unaudited recurrent revenue to \$11,579,505, a remarkable 17% increase over the original estimate, resulting in a strong unaudited operating surplus of \$5,622,019. We are confident in the continuation of this positive momentum.

In 2024/25, we made significant strides in executing programs outlined in our previous Strategic Plan, which concluded this year, thereby establishing a robust foundation for our new strategic direction. I am pleased to highlight key achievements in this foreword, with comprehensive details provided within this report.

Secure Ports (Goal 1): We maintained full ISPS Code compliance across our ports. Key initiatives included:

- Strengthening our Security Division with the appointment of a Training and Compliance Manager to ensure rigorous adherence to Port Facility Security Plans.
- Bolster operational efficiency by appointing dedicated operations managers for the complex port operations at Providenciales and Grand Turk.
- Investing in our team's growth by promoting several staff to Security Supervisor and providing targeted leadership development training.

Safe Ports (Goal 2): Our Marine and Safety Division, established in 2023, continued its crucial development throughout 2024-2025, reinforcing the safety of both landside and seaside port operations. Our firm commitment to "Safe Ports" has yielded significant accomplishments detailed in the dedicated report on this goal. Safety Policies and Procedures were approved by the Board. Critical staff were employed, and several safety enforcement initiatives commenced and will be ongoing. PATCI also supported the successful III Code Proxy Audit of the TCI's Maritime sector. The division was also benefited from significant UK/MCA staff training and equipment support.

Resilient Ports (Goal 3): A cornerstone of our work in FY 2024/25 has been the substantial and ongoing investment in rebuilding and expanding the Turks and Caicos Islands' port system. This critical undertaking, vital for our nation's progress, saw a further investment of \$13,538,888, leading to the substantial completion of Phase 1 of the South Dock redevelopment. We proudly opened the new port office, the Clinton Wilson Port Complex, named in honor of our first Director of Ports. Furthermore, the appraisal of future phases of the South Dock redevelopment was completed, and additional land was acquired to support future expansion in Provo.

While the South Dock redevelopment in Provo is a primary focus, the Ports Authority is equally committed to supporting the government's policy of promoting sustainable livelihoods across all islands.

To this end, we made notable progress on capital projects in Grand Turk, South Caicos, and North Caicos, with a total investment of \$1,216,421.

Recognizing current international trade uncertainties, the Ports Authority actively supports efforts to attract new shipping lines and diversify the TCI's supply chain. This year, we welcomed a new shipping line to Provo and celebrated the commencement of a new shipping service connecting South Caicos with South Florida. We also proudly co-sponsored the inaugural TCI-DR Trade Alliance Trade Expo, aiming to deepen vital trade relations with the Dominican Republic.

Sustainable Ports (Goal 4): We are dedicated to building our staff capacity and implementing new systems. In 2024/25, we invested 1512 hours in training, educated staff on revised policies and procedures, and fostered team cohesion through various team-building activities integrated with our awareness programs. New investment was made in expanding our IT capability through the appointment of an IT Manager, continued development of the Port Logistics Data Intelligence System (PLIS), and the commencement of Maritime Single Window Development. Starlink internet was also introduced, and Microsoft training programs were undertaken.

Effective Partnerships and Collaboration (Goal 5): Through our Community Outreach Program, PATCI continued its role as a responsible corporate citizen. We proudly supported community celebrations in South and Middle Caicos and sponsored a summer boat-building camp for young boys in Grand Turk, preserving valuable maritime skills. PATCI also collaborated with government departments to enhance maritime sector awareness and emergency response capabilities.

In the spirit of true partnership, PATCI maintained close engagement with port stakeholders throughout the year, enhancing communication and coordination in preparation for the South Dock redevelopment. I extend my sincere gratitude to our stakeholders for their patience and look forward to our continued effective collaboration.

Finally, on behalf of the Board of Directors, I express our sincere appreciation to the Minister for his ongoing confidence. We also thank the dedicated staff, management, and various government departments whose hard work and commitment have enabled PATCI to achieve another year of positive growth, accomplishment, and development.

GOVERNANCE AND ACCOUNTABILITY REPORT

Ports support the achievement of the Turks and Caicos Islands Vision 2040 and the United Nations Sustainable Development Goals (SDGs).

The Ports Authority manages its affairs in accordance with an Annual Sponsorship Letter issued by the Minister with responsibility for ports in accordance with the Public Financial Management Ordinance 2012. During the reporting period, considerable strides were made to comply with the Sponsorship Letter and improve accountability and governance within the organization.

Daily work plans and budget prioritization were based on the Strategic Plan.

FY 2024/25 was the last year of the Strategic Plan 2022/23-2024/25. Results for FY 2024/25 under each goal are provided in more detail later on in this report. Preparation of new strategic Plans will be prioritized during GF 2025/26.

The Goals/ Strategic Objectives 2022/23 – 2024/25

1. **Secure ports** - Ensure ports comply with international security conventions and codes to protect the reputation of TCI.
2. **Safe ports** - Build safety culture to enhance safety of port workers and visitors to ports.
3. **Resilient ports**- Develop port infrastructure based on economic and technical appraisals.
4. **Sustainable Ports**- Develop sustainable financial and HRM frameworks.
5. **Effective Partnerships and Collaboration** - Collaborate with stakeholders to increase awareness of importance of the maritime sector.



Hon. Musgrove presenting copy of PATCI's Annual Report to Prof. Gordon Shirley, President, Port Authority of Jamaica

Excellent working relations was maintained with the Ministry of Immigration and Border Services. During the year, the Ports Authority reported on the progress of its work plans through inputs to several Ministerial Statements Hon. Musgrove made to the House of Assembly and inputs to the Honorable Premier's State of the State Address. Hon. Musgrove visited the ports on several occasions during the year to monitor progress of projects and joined officials from PATCI on a visit to Jamaica.

Following the general elections on February 7th, 2025, Ministerial responsibility for the Ports Authority was transferred to the Ministry of Physical Planning and Infrastructure (PPID), with Hon. Musgrove as the responsible Minister. The Ports Authority is being integrated into the Ministry of PPID and look forward to working effectively and collaboratively with the Ministry to support the government's development agenda.

Board Activities

Directors met monthly, as required by the Ports Authority Ordinance. In the new information age, a mixture of in-person and hybrid meetings was held. Information on Board deliberations was uploaded on the port's website, as required by the Sponsorship Letter.

During the year, the Board approved several policies that will shape the future of the organization. These included:

- Policy on the Introduction of New Shipping Services
- Staff Training and Development Plan (2025-2028)
- Policy for Assisting Staff Affected by Natural Disasters
- Marine Safety Management System and Safety Plan Handbook

The Chairman presided over major events held during year, such as the Annual General meeting, inauguration of international shipping to South Caicos and the Opening and Naming of the Clinton Wilson Port Complex.



PATCI 2024 Annual General Meeting



Current and past Board Members at 2024 Annual General Meeting



Chairman Williams and officials including HE Governor, Dileeni Daniel-Selvaratnam, HE Deputy Governor, Anya Williams and Hon. Musgrove, Cabinet Ministers, and family of Clinton Wilson at the opening of the Clinton Wilson Port Complex



Chairman Williams with community members, including Hon. Tamell Seymour, at the inauguration of international ship calls from South Florida to South Caicos.

The Finance Committee met several times during the year to review quarterly financial statements and to review Management proposals and recommend approval of the draft 2025/26 Budget.

The Infrastructure Committee was actively involved with approving work plans and designs from Phase 3 and 4 and the fuel mooring components of the redevelopment project.



Minister Musgrove, Chairman Williams and Director Bain on a field trip to fuel discharge mooring during a visit to Jamaica

Hon. Arlington Musgrove, Chairman Tueton Williams, Director Cosley Bain, and Director of Ports Delton Jones visited Jamaica in May 2024. During their trip, they observed port operations, met port officials and consultants to discuss Phase 3 and 4, the fuel discharge mooring project, and the Port Logistics Data Intelligence System (PLIS). These appraisals were completed during the year.



Deputy Chairman Swann and Deputy Director Lewis at PMAC AGM

Deputy Chairman, Dennis Swann along with Deputy Director of Ports Shawna Lewis attended the Port Management Association of the Caribbean (PMCA) Annual General Meeting in Surinam in June 2024.

PROGRESS REPORT ON STRATEGIC PLAN

As far as possible, the Strategic Plan was used as a basis for staff work plans. During the last Annual Report, we began reporting on progress on the implementation of the Strategic Plan. This is the third year and final year of the plan so we are pleased to report on major achievements during this planning cycle according to each Strategic Goal.



Goal 1: Secure Ports

Ensure ports comply with international security conventions and codes to protect the reputation of TCI

1. Memorandum of Understanding on Implementation of the International Ship and Facility Security (ISPS) Code between the TCI and UK Department of Transport draft
2. Staff security and safety orientational program introduced to strengthen induction of all new security officers.
3. Three (3) security officers were promoted to Security Supervisor and benefited from a variety of capacity development programs including: Leading from the Middle and Communications and Business Writing
4. Thirty-eight (38) staff participated in drills and Level I Security Training facilitated by the Training and Compliance Manager
5. Nine (9) staff benefited from Port Facility Security Officer (PFSO) certification by an International Maritime Organization (IMO) certified trainer
6. Three (3) staff benefited from a collaborative visit to ports in South Florida

Goal 2: Safe Ports

Build a safety culture to enhance the safety of port workers and visitors to ports

1. PATCI supported the successful III Code Proxy Audit of the TCI's maritime sector
2. Marine Safety Management System and Safety Plan Handbook was approved by the Board
3. Trucker and Vehicle Safety Procedures and Vehicle Safety Check/Inspection Procedures introduced and enforced at all ports
4. Aids to Navigation assessment undertaken, and additional Aids to Navigation were sourced
5. Full-time Marine Safety Officer employed to oversee the management of Aids to Navigation
6. Marine and Safety personnel completed a specialized Incident and Accident Investigation Training



Oil Spill Equipment Familiarization Training in Grand Turk

7. Fourteen (14) staff benefited from First Aid and Automated External Defibrillator (AED) training facilitated by the Red Cross
8. Five (5) staff members in Provo took part in an initial Fire Safety Training, which will be extended to other ports
9. Regular Oil Spill Drills were conducted by PATCI's Dock Masters in Providenciales and Grand Turk.
10. Twenty-two (22) staff members benefited for beginner and advanced International Maritime Dangerous Goods (IMDG) training
11. With UK Support, PATCI sponsored an Oil Spill Response training session involving over thirty (30) participants from the public and private sectors

Goal 3: Resilient Ports

Develop port infrastructure based on economic and technical

1. The Board of Directors engaged extensively in considering sustainable arrangements for funding of capital projects for the development of the 'entire port system.
2. Funded by TCIG, the redevelopment and modernization of South Dock is ongoing:
 - The new Port Office Building on Providenciales was completed and opened as the Clinton Wilson Port Complex
 - Phase 1 of the redevelopment project is nearing completion; the new dock (including fenders and bollards), container yard, and deeper and wider turning basin were completed.
3. The appraisal of phases 3 and 4 and the fuel discharge mooring components of the redevelopment and modernization of South Dock were completed.
4. Four (4) parcels of land were acquired for future port developments on Providenciales.
5. Historic agreement approved for joint PATCI-PWD funding of coastal development projects on South Caicos.
6. Capital projects are ongoing in Grand Turk, South Caicos, and North Caicos
7. Preparatory work for sustainable port dredging was progressed for implementation in FY 2025/26

Goal 4: Sustainable Ports

Develop sustainable financial and HRM frameworks

1. Staff at all ports benefited from training focused on the Staff Policies and Procedures Manual, serving as an orientation for new employees and a refresher for existing staff. The sessions were facilitated by the Human Resources Consultant and Human Resources Manager.
2. Seven (7) high-performing employees were promoted from within our talented and skilled team.
3. Several staff team-building events were held during the year, including participation in community events on Middle Caicos and South Caicos.
4. Staff benefited from 1,512 hours of training.
5. Staff training and empowerment for security supervisors related to budget preparation, financial, and procurement procedures were held.
6. Arrangements continued for the roll-out of the Port Management Association of the Caribbean's Port Logistics and Data Intelligence Platform (PLIS) to should improve accountability of imported and exported containers and production of performance statistics.
7. PATCI commenced stakeholder engagement to introduce a Maritime Single Window/ Port Community System to digitize the interface and with vessel and the supply chain

Goal 5: Effective Partnerships and Collaboration

Collaborate with stakeholders to increase awareness of the importance of the maritime sector:

1. PATCI co-sponsored the inaugural TCI-DR Trade Alliance Trade show and also staffed a display table to disseminate information on the 'ports system'
2. Regular stakeholder meetings were held to discuss and develop solutions to port congestion at South Dock, Provo.
3. School maritime sector awareness programs for school re-introduced after a break during COVID 19 pandemic
4. A summer boat building camp was held for young men on Grand Turk
5. Participants from the boat building camp participated in the James Simmons Model boat race
6. The Ports Authority continued its sponsorship of the Valentine's Day Cup, Middle Caicos, and Fisherman's Day, South Caicos, which were 'twinned' staff team building activities



James Simmons Model Boat Race



Staff at the Annual General Meeting

SHIPPING REPORT

Overview

The Turks and Caicos Islands continues to experience moderate economic growth despite rising inflationary pressures and uncertainties surrounding tariff increases imposed by the United States and geopolitical tensions. TCI's 2024 Merchandise Trade Report highlights that imports totalled \$884.7 million compared to exports of \$2.7million resulting in a balance of trade deficit of -\$881.9million. The outturn is a 10.5 percent or \$84.9 million increased trade deficit from the previous year, 2023.

The Ports Authority plays a crucial role in trade facilitation through the management of seaports throughout the islands. 86.6% of the Turks and Caicos Islands' trade imports in 2024 were facilitated by the Providenciales South Dock port facility. The islands tourism and construction sectors continue to fuel the growth and expansion of TCI's economy. Accordingly, in this section of the Annual Report information of shipping performance during 2024 is highlighted.

Vessel Calls

The Ports Authority of the Turks and Caicos Islands received some 850 vessel calls during the period April 1 2024 to March 31, 2025 which is 3% higher than the previous year's vessel calls of 825.

Table 1 depicts four categories of vessels received by the Ports Authority, which are mainly Compliant, Non-Compliant, Local and Other.

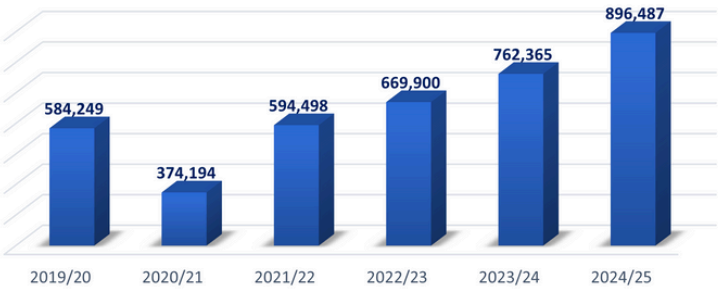
TABLE 1: VESSEL CALLS BY TYPE						
Vessel Type	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Compliant	493	370	412	434	416	426
Non-Compliant	137	128	190	248	268	318
Local Vessels	157	122	133	93	134	103
Other	-	1	-	-	7	3
Total	787	621	735	775	825	850
% Change	-3%	-21%	18%	5%	6%	3%

As seen in Table 1, there was a slight increase in compliant vessel calls from 416 recorded in fiscal year 2023/24, to 426 in 2024/25. This was due to the introduction of new shipping services to Providenciales in November 2024 by Antillean Shipping Line.

Out of the four vessel types received by the Ports Authority, Non-Compliant had the most significant increase in calls from the previous year, increasing in calls by 18.7%. Vessels which are classified as Non-Compliant are generally vessels with less than 500 gross tons. These include barges transporting loose or mixed cargo such as dry bulk, building and construction material. For the past four fiscal years, the Ports Authority has seen significant increases in the arrival of non-compliant vessels due to the expansion of TCI's economy and continuous infrastructure development throughout the islands in both the private and public sector.

One Hundred and Three Local Vessel calls were recorded in 2024 compared to 134 recorded in the previous year. The decrease in local vessel calls can be attributed to increased economic activity on the other islands, namely South Caicos, which saw significant increase in imports by direct transport of goods by both Compliant and Non-compliant vessels, as opposed to interisland transshipment as done in previous years.

FIGURE 1: TOTAL CARGO HANDLED IN TONNES
FY 2019/20 - FY2024/25



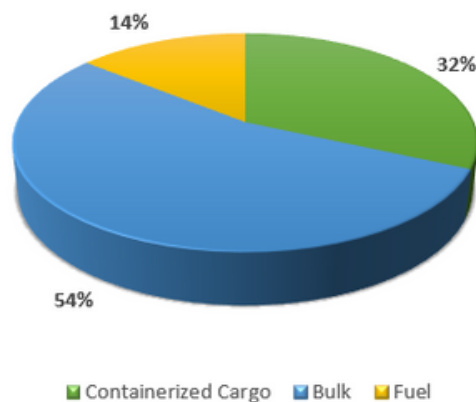
Information on the type of cargo handled by the Ports Authority is shown in Table 2.

TABLE 2: BREAKDOWN OF CARGO HANDLED IN TONS BY CATEGORY						
Cargo Handled	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Containerized Cargo	204,514	140,666	209,778	231,786	258,651	284,868
Bulk	287,038	166,213	291,003	336,035	395,243	484,743
Fuel (Tankers)	92,697	67,315	93,718	102,217	108,470	126,876
Total	584,249	374,194	594,498	670,038	762,365	896,487
% Change	21%	-36%	59%	13%	14%	18%

As shown in Table 2, total cargo handled increased by 18% for the period ending March 31, 2025. The most notable increase in cargo movements during FY 2024/25 was Bulk cargo which increased in volumes by 23% from the previous year. Bulk cargo handled by the Ports Authority is mostly comprised of building and construction material imports which accounted for 54% of the total cargo volumes handled during the period. Total tonnes handled for containerized cargo were 284,868 a 10% increase from the previous year, while Fuel accounted for 126,876 resulting in a 17% increase from the previous year.

Figure 2.2 illustrates the percentage breakdown or classification of tonnage received by the Ports Authority by type of cargo. As illustrated, 54% of total tonnage is derived from Bulk imports, while Containerized Cargo and Fuel by Tankers made up 32% and 14% of tonnage respectively.

FIGURE: 2.2 PERCENTAGE BREAKDOWN OF TOTAL TONNAGE BY TYPE FY 2024/25



The increased cargo volumes for the Ports Authority from the previous year is a direct effect of the islands' developing tourist industry which continues to expand from large scale development projects.

Container Traffic

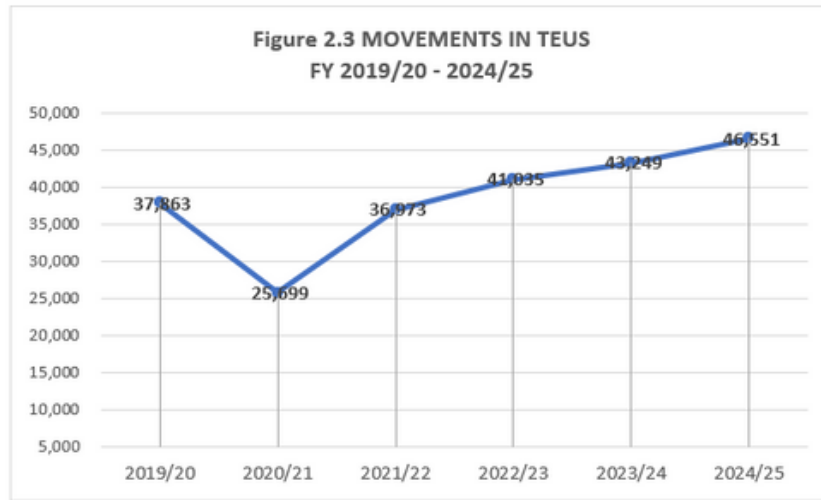
A total of 46,551 TEUs were handled by the Ports Authority for the fiscal year ended March 31, 2025. The outturn is a 3% increase from the previous year which recorded 43,249 TEUs. Of the total TEUs handled, 25,681 were inbound and 18,395 were outbound (empty) containers.

TEUs are categorized into four (4) main categories; Containers, Flat Racks, Reefers and ISO Tanks.

TABLE 3: TEUs BY CATEGORY						
Cargo Handled	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Container	22,488	15,461	23,979	24,216	27,391	28,761
Reefer	7,069	5,168	6,315	7,289	7,363	8,023
ISO Tanks	4,652	2,521	3,961	4,637	4,564	4,550
Flat Rack	3,654	2,549	2,718	4,893	3,931	5,217
Total	37,863	25,699	36,973	41,035	43,249	46,551
% Change	21%	-32%	44%	11%	5%	8%

Table 3 above depicts the movement in TEUs by category over six (6) fiscal years. Among the four major types, Flat Racks had the largest movement in volumes increasing by 1,286 TEUS or 33% from the previous year. The increase in imports via Flat Racks can be attributed to the increase in vehicle imports, as well as increased imports of lumber, steel and heavy equipment. Cargo imported via Reefers also showed significant movement, increasing by 660 TEUs or 9% from the previous year.

Figure 2.3 illustrates the uptake in TEUs between FY 2019/20 and 2024/25.



As shown in Figure 2.3, cargo volumes have rebounded significantly post the 2020 pandemic. The United States is still TCI's largest trading partner followed by the Dominican Republic. Despite external factors impacting cargo trade in 2024 which includes inflation and global trade wars, TCI's cargo throughput continues to increase which is indicative of TCI's expanding economy.

FINANCIAL ANALYSIS

Overview

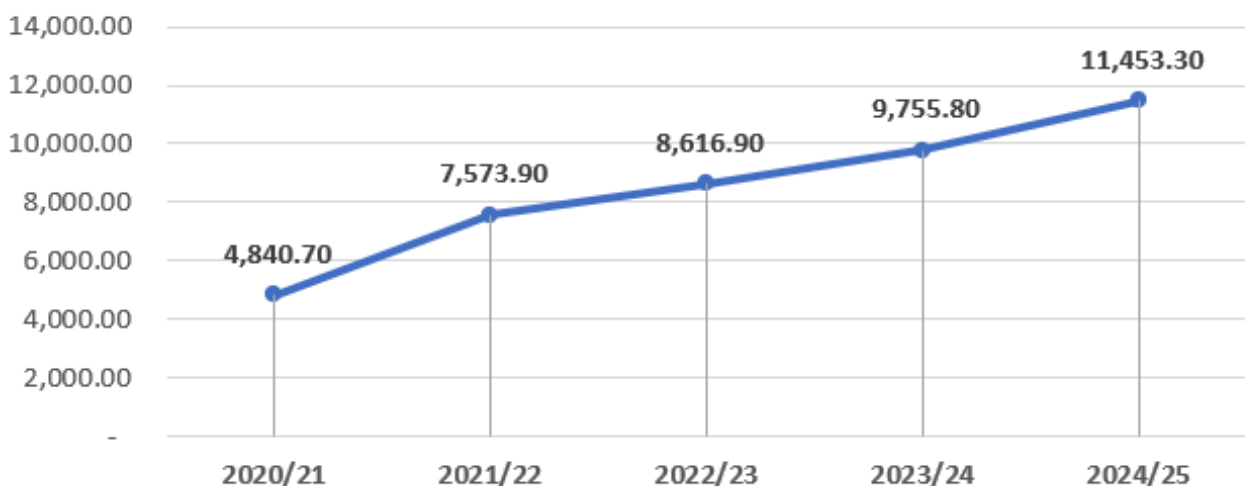
The Ports Authority of the Turks and Caicos Islands' (PATCI) financial performance for the period ending FY 2024/25 exceeded forecast financial performance. The outturn can be attributed to TCI's growing economy namely the economic expansion of the islands' tourism and bconstr sector, as well as public sector investments in infrastructure.

PATCI's budgets are prepared within the context of national and organizational strategic goals and objectives. The allocation of resources across line items, builds on existing work plans which support the operations of the expanding port system. As such, FY 2024/25's unaudited financial performance is indicative of the advancement of several strategic priorities, namely the redevelopment and modernization of the Providenciales port facility. It is also indicative of the Ports Authority's commitment to managing supply chain efficiency, navigational safety within territorial waters as well as ensuring that safety, resiliency and sustainability are the pillars of the expanding port system.

Financial Performance

PATCI's total unaudited revenues were \$11,453,291 for the period April 1, 2024 to March 31, 2025. The outturn was 17% or \$1,697,580 higher than the previous year's unaudited revenue outturn of \$9,755,771, and 15.4% or \$1,529,971 higher than estimated revenues.

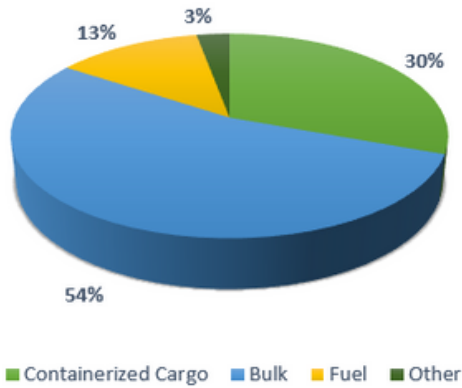
Figure 3.1 REVENUE PERFORMANCE
FY 2020/21 - FY 2024-25



PATCI revenues are categorized into four main areas: General Cargo, Fuel and Bulk cargo handling. Additional income streams classified as 'Other' includes Berthing Fees, Stevedoring Commission, Interchange Fees, Port Passes and Rental Income.

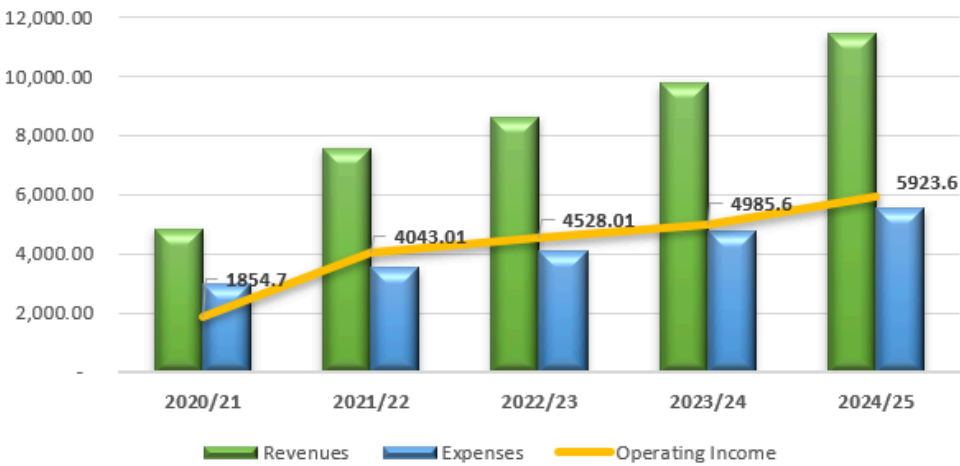
Figure 3.2 Depicts the breakdown of revenues for PATCI by category.

FIGURE 3.2: PERCENTAGE OF REVENUE BY CATEGORY FY 2024/25



As shown in Figure 3.2, 52% or \$5,069,733 of the total revenues generated for FY 2023/24 were derived from Dry Bulk and other construction and building material imports. Containerized Cargo contributed 32% or \$3,119,89, while revenue for bulk Fuel imports and “Other” receipts contributed 13% or \$1,267,430 and 3% or \$292,484 to total revenues, respectively. FY 2023/24’s revenue performance is directly correlated to the islands economic development and expanding economy. Figure 3.3 illustrates PATCI’s net ordinary income from FY 2019/20 to 2023/24.

FIGURE 3.3: Operating Income
FY 2020/21 - 2024/25



PATCI's net ordinary income for the period ending March 2025 was \$5,529,645. The outturn is derived from \$11,453,291 in revenues less \$5,923,646 in operating expenses and exceeds budgeted net operating income by \$3,048,959.

The increase in net operating income in comparison to budgeted operating income can be attributed to PATCI's revenue performance, which exceeded forecasts by 15.4% or \$1,529,971. A total of \$3,000,000 was transferred to TCIG for the 2024/25 fiscal year in accordance with the Turks and Caicos Islands' 2025-2029 Fiscal Strategic Policy Statement (FSPS) and Section 12(3) of the Ports Authority's Ordinance.

Unaudited comparative balances for the Income Statement and Balance Sheet for fiscal years 2020/21 to 2024/25 are shown in Table 4. Total Current Assets increased from \$6,006,453 to \$7,517,411. Cash and cash equivalents increased by \$1,297,159 or 22% from the retention of excess surplus i.e. cash collected from receivables at the end of March 31, 2025.

\$1,970,000 was budgeted for Capital Expenses, \$550,000 of which was spent for the period in review. Increases in property, plant and equipment totaling \$12,783,063 represents costs for the Clinton Wilison Office Complex and Phase 1 & 2 of the PLS Redevelopment Project, construction of the new berth funded by the Turks and Caicos Islands Government.

There was a decrease in Current Liabilities at the end of the period after payments for the completion of the NCS Sandy Point channel dredging project. The Ports Authority's Equity balance at the end of March 31, 2025, was \$42,830,287, reflecting an increase of \$14,297,822 which is a result of TCIG's funding of the PLS Redevelopment Project.

There was a slight increase in Current Liabilities to recognize prepaid lease payments for NCS boat slip rentals and accrued expenditure for NCS channel dredging.

Table 4: Financial Summary ('\$000')

	Unaudited 2020/21	Unaudited 2021/22	Unaudited 2022/23	Unaudited 2023/24	Unaudited 2024/25
Income Statement					
Revenue	4,840.7	7,573.9	8,627.7	9,755.7	11,453.2
Expenditure	2,982.5	4,020.5	3,925.8	4,895.6	5,529.6
Total Income	1,858.2	3,553.4	4,701.9	4,770.2	5,923.6
Balance Sheet					
Assets					
Total Current Assets	6,259.0	7,531.3	5,626.6	6,006.1	7,517.4
Net PP&E	4,882.2	6,573.6	10,305.9	22,499.7	35,282.8
Non-Current Assets	34.1	26.4	26.4	26.6	30.1
Total Assets	11,175.3	14,131.2	15,958.8	28,532.5	42,830.3
Liabilities & Shareholder's Equity					
Current Liabilities	507.4	1,031.9	1,186.6	1,298.9	734.4
Long-Term Liabilities	137.5	137.5	937.8	460.1	460.1
Total Liabilities	645.0	1,169.4	2,124.3	1,758.9	1,194.5
Total Equity	10,530.3	12,961.8	13,834.4	26,773.5	41,635.8

LIQUIDITY AND CAPITAL RESOURCES

PATCI's primary source of operating liquidity is cash flows generated from operations. PATCI's principal use of cash is to fund budgeted operating expenditures, capital expenditures and excess revenue transfers to TCIG. Increased private sector investments as well as government's ongoing public investment programs have driven the islands economic expansion enabling the Ports Authority to realize surplus in excess of estimates. At present, PATCI does not have any long-term debt outstanding. With a favourable cash balance and ability to generate revenue from operations as the economy rebounds, PATCI has sufficient liquidity to meet its ongoing needs for the financial year.

CRITICAL ACCOUNTING ESTIMATES

Management determines the estimated useful lives of the properties, plant and equipment, based on the period over which the assets are expected to be available for use. Depreciation is recorded monthly for each Property, Plant and Equipment category. Controls and Procedures from the Government's management requirements for statutory bodies are outlined in an annual Sponsorship Letter which is issued by the respective Minister. The annual Sponsorship Letter requires statutory bodies to provide a Statement on Internal Control as part of their financial statements that explains the how the control environment has operated throughout the year and the Board's assurances from its governance arrangements. PATCI's Board of Directors recognizes the importance of sound internal controls and risk management practices to good corporate governance. Accordingly, the Board of Directors can provide reasonable assurance against misstatement of management and financial information and records. The management of PATCI is responsible for the establishment and maintenance of its system of internal control in order to identify and manage risks. To this end, the management has established an organizational structure which clearly defines lines of accountability and delegated authority.

CHANGES IN INTERNAL CONTROL OVER FINANCIAL REPORTING

There have been no material changes in internal control over the financial reporting period to which this report relates that have materially affected, or are reasonably likely to materially affect, our internal control over financial reporting.

CONCLUSION

The Board and Management continue to work on ensuring ongoing efforts will be made to enhance budgeting, reporting, and accountability of the Ports Authority of the Turk Caicos Islands and therefore fulfil its mission to be a financially self-sustaining public service providing efficient transportation facilities to its users.

GOAL 1: SECURE PORTS REPORT

Port Security is the foundation on which all of PATCI's work plans rest. Ensuring our ports comply with international security conventions and codes protects the reputation of the TCI and facilitates trade and commerce, which we depend on. Port Security is operationalized through the implementation of staff training programs and drills, and exercises based on port security assessments and plans. Several work plans under Goal 1 are summarized in this section.

Organizational Restructuring

PATCI continued to implement the recommendations of the Organizational Restructuring Consultancy by filling and redesignating key positions within the Security Department. Under the recommendation from the consultancy, the Security and Training Manager was redesignated as the Compliance and Training Manager. Ms. Sharonna Walkin was promoted to this position and oversees the security training and performance for security staff across all ports.

The Port Facility Security Officer (PFSO) was redesignated to Operations Manager under the consultancy. Mr. Fris Forbes was promoted to the Operations Manager for the Providenciales and North Caicos Ports. He is responsible for the day-to-day activities of the security department and provides oversight for the Supply Chain Optimization functions. Mr. Keith Simons was promoted to Operations Manager for the Grand Turk and South Caicos ports.

Training



Port Facility Security Officer (PFSO) Certifications

The Ports Authority hosted a four-day Port Facility Security Officer (PFSO) training program. The training focused on educating staff on the International Ship and Port Facility Security (ISPS) Code, PFSO responsibilities, proper searching techniques, maritime threats, cybersecurity, security drills and more. Following an exam, nine staff members received their PFSO certification. The training was facilitated by Mr. Paul Symons and Teamwork Security Ltd. based in the United Kingdom.



Dockmaster, Pierre Clerveaux and Security Supervisors, James Rigby and Catherine Tucker

A PATCI delegation completed a three-day professional development visit to the Port Everglades, Florida. During the visit, they toured the King Ocean Shipping Line terminal, participated in a briefing with the US Coast Guard and attended a one-day security seminar focused on port safety. This initiative reflected PATCI's commitment to investing in staff development and ensuring our team is equipped with the knowledge and training needed to maintain a safer and sustainable work environment.



Level 1 Security Training

PATCI concluded its second Level 1 training for new security officers in accordance with the ISPS Code. The four-day training ended with a security drill and examination that assessed the officer's knowledge gained over the training period. The training covered topics including an introduction to the ISPS Code, maritime security threats, access control, searches, and other security related topics.



"Leading from the Middle" Learn and Lead Training

To address identified training needs, for mid-level managers, the Ports Authority partnered with the Lead and Learn Education Center to under a training under the theme "Leading from the Middle." . Areas of focus included Business Writing, Effective Communication, and Leadership Development., particularly for mid-level managers under the theme "Leading from the Middle."

PATCI hosted its first multi-agency security drill in South Caicos. This exercise was an ongoing initiative aligned with PATCI's Strategic Plan Goal 1, which aims to ensure ports comply with international security conventions and codes. The agencies involved included the Royal Turks and Caicos Police Force, Border Force, Fire Service and the Airports Authority.



Multi-Agency Security Drill



Memorandum of Understanding Implementation (MOU) on the ISPS Code

During the year, progress was made on an MOU between the TCI and the UK/ Department of Transport to formalise the mechanism for implementation of the ISPS code in the TCI. The MOU will enhance international maritime security standards within the TCI based on the ISPS Code and provide a framework for TCI and the UK to collaborate to enable the TCI to meet its international obligations under SOLAS and the ISPS Code, including risk mitigation. The MOU envisages that the UK will also provide the TCI with technical assistance and training to support the implementation of internationally recognized maritime security standards within the TCI based on the ISPS Code.

GOAL 2: SAFE PORTS REPORT



Multi-agency Level 1 Oil Spill Training

Established in 2023, the Marine and Safety Division continued its vital development in the 2024 – 2025 period, solidifying its role in ensuring the safety of both landside and seaside port operations. Our steadfast commitment to the goal/strategic objective of "Safe Ports" has driven significant accomplishments throughout the fiscal year. Through the diligent development and implementation of our safety and security protocols, strategic personnel development, and collaborative training initiatives, we have

reinforced our commitment to promoting safe and sustainable ports for all who utilize our facilities and waterways in the Turks and Caicos Islands. This year, our efforts demonstrate a holistic approach to port management, prioritizing operational safety and security and the environmental well-being of our port areas.

Marine Safety Management System and Safety Plan Handbook



A cornerstone of our efforts was the creation and utilization of the Marine Safety Management System and Safety Plan Handbook. This comprehensive document, encompassing a wide range of critical procedures, has become a living guide that will be continuously reviewed and adapted to enhance our safety protocols. The handbook provides detailed guidelines on various aspects of port operations, including Employees' and Contractors' Responsibilities and Expectations, ensuring everyone understands their role in maintaining a safe environment. It also outlines Visitor Protocols to safeguard individuals who are not regular port personnel. Fundamental safety practices are addressed through the General Safe Work Practice procedures and the Personal Protection Equipment (PPE) Policy, which mandates the appropriate use of safety gear.

Furthermore, the handbook establishes clear expectations regarding conduct with the Drug and Alcohol-Free Workplace Policy and the Smoking Policy. In the event of an incident, the First Aid Procedure provides immediate guidance. The Harbor Master presented this comprehensive framework to the Board of Directors as part of the "Meet the Team" initiative, highlighting its fundamental role in our commitment to safety.

Entrenching a 'Safe Culture'



Vehicle Inspection, South Dock, Provo

Crucially, PATCI commenced implementation of Trucker and Vehicle Safety Procedures and Vehicle Safety Check/Inspection Procedures. The implementation and consistent adherence to these inspection protocols mark a significant step in proactively identifying and mitigating potential risks associated with vehicular traffic within and near the proximity of our ports, a key element in ensuring the safety of all port users and operations. These detailed procedures within the handbook directly contribute to a safer working environment for all port users.

Safety and Security Orientation Program

PATCI acknowledges the diverse range of individuals utilizing our port facilities, the Marine and Safety Division assisted in the development of a comprehensive Safety and Security Orientation program to be implemented in 2025. This orientation is mandatory for all port users, including employees, contractors, service providers, and frequent visitors. The program ensures a foundational understanding of critical safety and security requirements, emergency procedures, reporting protocols, and individual responsibilities while operating within the PATCI ports. By equipping all port users with this essential knowledge, we aim to cultivate a stronger safety culture and proactively mitigate potential risks across all port activities. These detailed procedures and the newly implemented orientation program within the handbook will directly contribute to a safer and more secure working environment for all port users.

Maritime Oversight

Recognizing the importance of external collaboration, PATCI actively participated in the TCI Maritime Oversight Committee's III CODE PROXY AUDIT conducted by the UK Maritime & Coastguard Agency (MCA) in December 2024. The positive outcome of this audit underscores the Port Authority's commitment to international maritime standards and validates the direction of our safety-focused work plans. The recommendations from this audit have shaped and continue to drive PATCI's work plans in key areas, including enhanced AtoNs management with a diligent monitoring plan, strategic upgrades, and consistent maintenance. Furthermore, we are actively developing effective processes for the communication of AtoNs issues both locally and internationally to ensure safer waterways for all. Our efforts also include the timely dissemination of MET (Meteorological) information to seafarers and the implementation of comprehensive IMDG (International Maritime Dangerous Goods) awareness training for key personnel within the port workspaces. Our continued involvement in this committee ensures ongoing growth and adherence to best practices within the maritime sector.

Aids to Navigation (AtoNs) Management



Procurement of AtoN equipment

Dedicated to the safety of our waterways, the division undertook a comprehensive audit of all our Aids to Navigation (AtoNs) across the Turks and Caicos Islands. This proactive approach allowed us to identify maintenance needs and areas for program improvements. We procured new buoys and marine lights to replace existing AtoNs, the implementation of these AtoNs will directly strengthen the safety and reliability of navigation within our waters. This initiative reflects our commitment to our responsibilities as part of the TCI Flag State.



Renardo Palmer, Aids to Navigation Officer

To further strengthen our AtoNs program, we welcomed Renardo Palmer to the Marine and Safety Division as the new Aids to Navigation Officer. His promotion from the security department brings valuable operational understanding and dedicated focus to the development and maintenance of our navigational aids, ensuring safer maritime transit within our jurisdiction. As an intricate part of our AtoNs program, he will also collaborate with staff from our Engineering and Maintenance Division to monitor channel conditions, determining the timing of necessary dredging interventions that will enhance the safety of navigation in our channels and waterways.

Staff Safety Training Programs

A highly skilled workforce is paramount to maintaining safe ports, and PATCI has invested significantly in the continuous training of our port staff. Marine and Safety personnel completed a specialized Incident and Accident Investigation Training, equipping them with the expertise to thoroughly analyze incidents and implement preventative measures for any potential accidents or incidents. Five (5) staff members took part in Fire safety training in Providenciales, representing the initial start of a plan for the continued preparedness and readiness of all PATCI staff. Oil Spill Drills were conducted by our PATCI's Dock Masters in Providenciales and Grand Turk ensuring preparedness for emergency scenarios on both land and sea.



Staff First Aid Training participants

To enhance our capabilities in handling dangerous goods, twenty-two (22) training slots were acquired for IMDG (International Maritime Dangerous Goods) Code training, which was offered to relevant port staff, ensuring compliance and safe handling practices. Demonstrating our commitment to immediate response capabilities, PATCI continuously provides First Aid and AED (Automated External Defibrillator) training, via the Red Cross, in which fourteen (14) participants took part in 2024. This training was provided to both new and existing port staff, empowering them with essential life-saving skills, and will continue as a regular part of our employees' preparedness and readiness through regular certification renewals.



Fire Safety Training

Stakeholder training and collaboration



Extending our safety commitment beyond port personnel, the division conducted a vital Oil Spill Response training session involving over thirty (30) participants from both port staff and key stakeholders from government and the private sector. This critical training was administered by Oil Spill Response LTD, with significant support provided to the Ports Authority by the UK Maritime & Coastguard Agency (MCA) in its facilitation.

Highlighting the importance of safe handling and transportation of hazardous materials, IMDG Code awareness training with NCB HazCheck learning systems was also provided to key stakeholders, promoting a shared understanding of international regulations and best practices. This collaborative approach enhances overall preparedness and ensures a coordinated response in the event of an oil spill or an incident involving dangerous goods, safeguarding our valuable marine environment and port facilities.

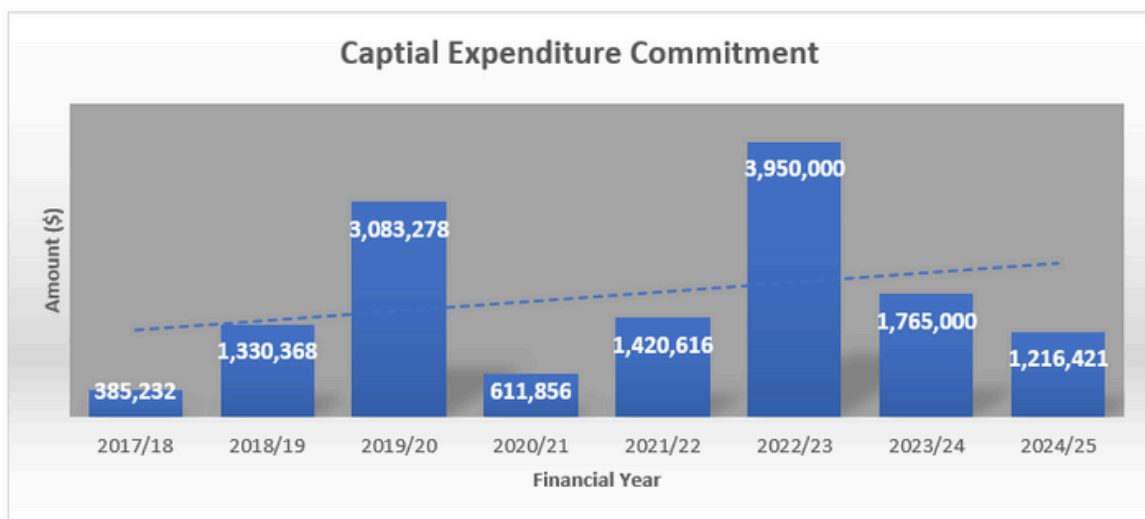
Environmental Management

PATCI also launched a significant Beautification Initiative of Ports. Cleaning initiatives were undertaken at the ports in South Caicos, Grand Turk, and Providenciales. This initiative aligns directly with our waste management procedures, which include a waste reception procedure for vessels. This system ensures that waste is properly managed from visiting vessels to designated disposal sites, actively preventing dumping and pollution within the ports contributing to a cleaner, safer operational environment, for both land and sea.

GOAL 3: RESILIENT PORTS REPORT

Under our third goal, Resilient Ports, in FY 2024/25, the Ports Authority continued its significant efforts to rebuild and expand the Turks and Caicos Islands' port system; a crucial undertaking for the nation's development and prosperity.

As shown in the graph below, capital projects expenditure funded by PATCI peaked at \$3,950,000 in FY 2022/23 and subsequently decreased to \$1,765,000 in FY 2023/24. Expenditure on capital projects in FY2024/25 was only \$1,216,421 primarily due to delays in the appraisal of several projects. Furthermore, the tendering process for a major project did not yield a viable tenderer. Consequently, as several projects were appraised in FY 2024/25, their tendering is scheduled for the upcoming financial year, which should result in an increase in capital expenditure.



Conversely, government-funded expenditure on port-related projects, managed by the Ports Authority, saw a significant increase during the year, which was driven by the accelerated construction of phase 1 of the South Dock Redevelopment project and completion of the new port office building. Expenditure on these projects in the past year was: \$9.7 million for phase 1, and \$4.2 million for the office block.

The appraisal of phases 3 and 4, along with the fuel discharge mooring components of the South Dock Redevelopment project, was finalized during the year. This crucial step paves the way for the commencement of construction in FY 2025/26. Consequently, expenditure on the Redevelopment of South Dock is projected to increase substantially in the coming years.

ELABORATION OF CAPITAL PROJECTS

Grand Turk Port Rehabilitation

In this section of the report on Goal 3, major achievements on capital projects during FY 2024/25 are elaborated.

The rehabilitation of South Dock on Grand Turk concluded in FY 2022/23 with the construction of a concrete and asphalt container yard and a roll-on/roll-off (Ro-Ro) ramp.



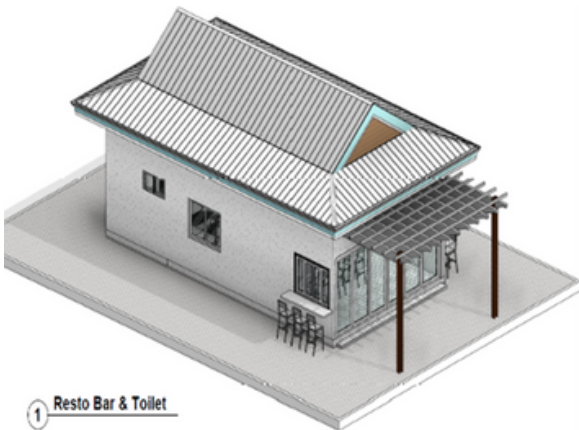
Sea Dream during visit to Grand Turk

This port currently meets the general shipping needs of the Island and can also accommodate small cruise vessels, such as the Sea Dream which visited in March 2025. Recognizing the potential of small cruise ship tourism on Grand Turk, PATCI will introduce a work plan aimed at fostering this sector in FY 2025/26.

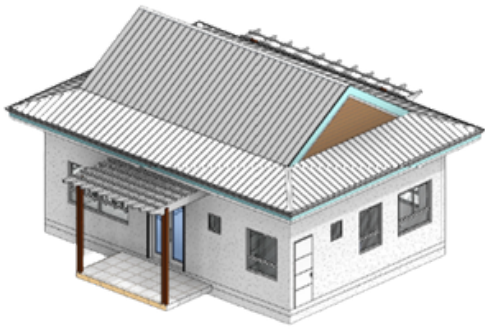
To complete the rehabilitation of South Dock on Grand Turk, a project for the refurbishment of the port office building was appraised during FY 2024/25 and is slated for commencement in the next fiscal year. The roll-on/roll-off (Ro-Ro) ramp on Grand Turk supports bulk cargo operations and crucial inter-island connectivity with Salt Cay and the Caicos Islands. This asset is scheduled for upgrades in FY 2025/26, including the installation of bollards and fenders procured this year. Unfortunately, a Request for Quotations (RFQ) for a condition survey of the main berth, essential for informing future rehabilitation work, did not result in a successful contractor appointment. This RFQ will be prioritized in FY 2025/26.

South Caicos Port

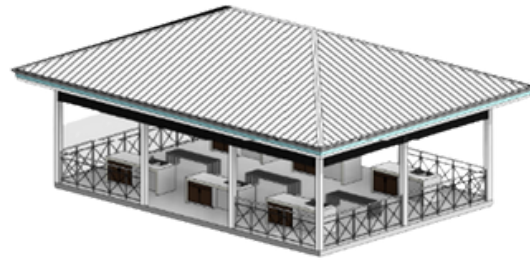
The Cedar Park Master Plan project appraisals were finalized in FY 2024/25, laying the groundwork for a noteworthy collaboration between the Ports Authority and the Public Works Department. This is \$2.4



million initiative, tendered in the last fiscal year, sought to transform the waterfront community of Cedar Park into a recreational hub. It includes a restaurant, ferry terminal, fishermen’s shed, gazebos, and boat slips. However, a viable bidder did not materialize, necessitating a re-tendering process in FY 2025/26.



Ferry Station



Fisherman's Shed

To accommodate the growing economic activity, Archipelago Development was commissioned to prepare designs and costings for the expansion of the South Caicos port office. The expanded facility will provide dedicated office space for personnel from the Ports Authority and Border Force. Tendering for this project is anticipated in FY 2025/26.

North Caicos

An additional commitment of approximately \$1 million in FY 2024/25 supported the ongoing construction of projects within the Bellefield Landing Master Plan. The near-finished car rental dispatch gazebo, water sports building, asphalt pavement and drainage improvement are set to significantly improve the visitor experience, by fostering employment opportunities and advancing Bellefield Landing's evolution into a vibrant tourism and recreational center for North and Middle Caicos. The projects are expected be completed during the first quarter of FY 2025/26.



Bellefield Landing Gazebo and Water Sports Building construction

Providenciales Port- Office complex

The new port office complex was completed at a cost of \$4.1 million and opened on April 4th as the Clinton Wilson Port Complex, named in honor of the Ports Authority's first Director of Ports. At the opening ceremony, Ports Authority Chairman, Tueton Williams described the Clinton Wilson Port Complex which will house PATCI, Border Force, and shipping agents, as a 'logistical hub' for the Turks and Caicos Islands.



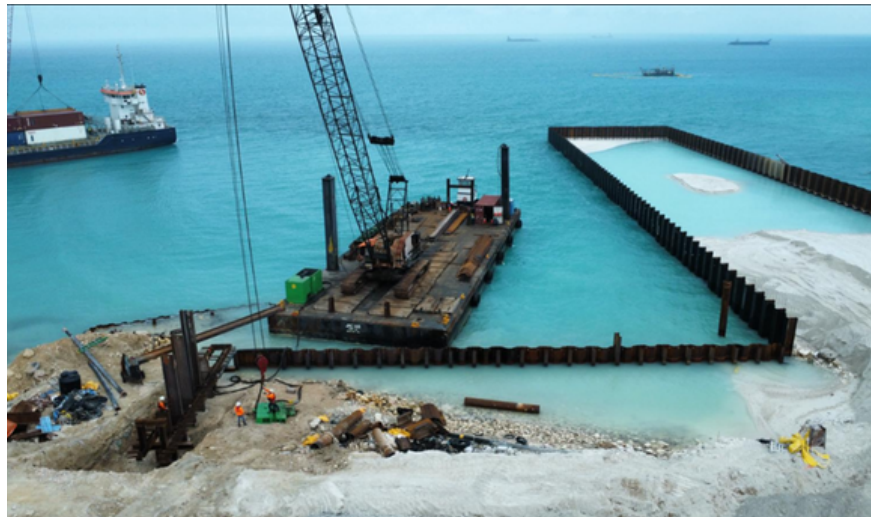
Completed Port Office Complex

Additionally, a contract was signed with Irv's Construction LTD. to construct a new portside office to serve as the operational hub for the Ports Authority's Marine and Safety Division. This crucial development, slated for completion within six months, is expected to significantly improve the division's responsiveness and efficiency in managing the dynamic safety environment of South Dock, Provo.

Providenciales- South Dock Redevelopment and Modernization Project

Phase 1 and 2 sub-components

Following the groundbreaking ceremony for Phases 1 and 2 of the redevelopment project on January 25, 2024, Island Site Development Limited, the project contractor, achieved significant progress on Phase 1 construction during FY 2024/25. This phase will deliver a new terminal featuring a dock capable of berthing three vessels simultaneously and a modern container yard with enhanced lighting, drainage, and security. Throughout the year, the new dock was constructed,



a wider and deeper turning basin was dredged, and the container yard was substantially completed. Anticipated for completion by summer, Phase 1 will immediately increase vessel handling capacity from one to three, thereby reducing waiting times and associated costs.

Construction for Phase 2 is scheduled to commence in the second quarter of FY 2025/26. This phase of the South Dock redevelopment will involve the construction of a second dock, approximately 410 feet long and 98 feet wide, encapsulating the existing dock. The plans also incorporate the installation of a second roll-on/roll-off (Ro-Ro) ramp and a protective revetment. Phase 2 is anticipated to be completed within one year.



New dock and container yard construction, January 2025, while port remains operational

Phase 3 and 4 and Fuel Discharge Mooring components

The appraisal of phases 3 and 4, along with the modern fuel discharge mooring sub-components of the South Dock redevelopment, were completed in FY 2024/25 by project consultants CEAC Solution Limited. This was achieved through extensive consultations with PATCI and key stakeholders. Currently, efforts are focused on securing the necessary regulatory approvals and finalizing funding arrangements to allow construction of these sub-components to begin before the end of the FY 2025/26.

- Phase 3 and 4, consist of:**
- New port entrance
 - New Interchange zone, with container scanner
 - Improved internal roads
 - Enhanced security features
 - 2 graded and paved container storage yards
 - Mass lighting
 - Improved drainage
 - New port-side office for PATCI, Stevedore, shipping



Rendering of completed South Dock Redevelopment Project

GOAL 4: SUSTAINABLE PORTS REPORT

PATCI continued its commitment to emphasizing the importance of cultivating a positive organizational culture, building staff capacity, improving job satisfaction and implementing modern management systems. This section of the annual report elaborates on work plans undertaken during the year to achieve these objectives.

Strategic IT Investments Underway to Enhance Operational Excellence

Modernizing our operations through strategic IT initiatives supports decision making and supply chain diversification and efficiency. These investments are not merely upgrades; they represent a fundamental commitment to enhancing efficiency, security, and stakeholder satisfaction, positioning our ports as leaders in the maritime sector.

Under the leadership of the newly appointed IT Manager, Mr. Deveaux Malcolm, significant progress is being made in fortifying IT infrastructure and integrating advanced technologies with a focus on resource optimization, robust security, and operational resilience. Notable achievements during FY 2024/25 included:

- Delivering Microsoft Office training to security personnel to improve reporting
- Deploying new computer equipment to elevate staff performance and system compatibility
- Implementing stronger cybersecurity measures following a comprehensive assessment



IT Manager delivering training to Security personnel on South Caicos

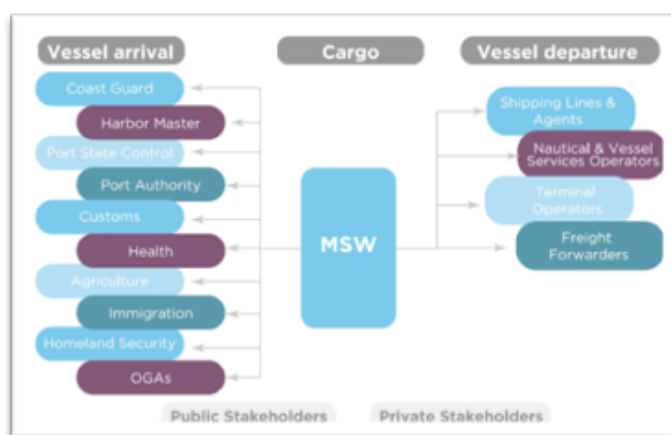
The current transition to Microsoft Office 365 is modernizing PATCI's work environment by enabling seamless collaboration and remote access. A new PBX system was installed at the Clinton Wilson Port Complex, enhancing internal and external communication, reducing costs, and improving stakeholder responsiveness.

Ports Integrated Logistics System (PLIS): Revolutionizing Cargo Management

The completed development of PLIS during FY 2024/25 marks a pivotal step towards optimized logistics. Currently in the crucial testing and implementation phase, with user training underway and feedback actively incorporated, PLIS promises to streamline cargo discharge, digitize gate processes, minimize delays, and elevate overall operational efficiency. This digital solution which will be rolled out progressively in FY 2025/26, will significantly improve service delivery and enhance stakeholder satisfaction, decision making and supply chain diversification and efficiency.

Maritime Single Window: Paving the Way for Seamless Maritime Operations

Building upon the recently implemented Port Logistics Information System (PLIS), the Turks and Caicos Islands Ports Authority (PATCI) made steady progress in establishing a Maritime Single Window, which began in Fiscal Year 2024/25. This collaborative effort, involving key government departments in maritime transport, is expected to significantly decrease administrative burdens and accelerate vessel clearance processes. By creating a centralized digital platform for all maritime documentation, the TCI is aligning with international standards, improving data accuracy, and promoting a more efficient operational landscape. Pilot testing of the Maritime Single Window is planned for early Fiscal Year 2025/26 and will yield critical data for a successful full-scale launch.



Graphic of a typical Maritime Single Window

Starlink Satellite Internet: Ensuring Unwavering Connectivity Across All Ports

The successful deployment of high-speed Starlink internet across all port facilities in FY 2024/25 provides a robust and reliable network infrastructure. This critical achievement addresses previous connectivity challenges, enabling real-time data sharing, seamless communication, and bolstering overall operational capabilities across all locations.

Supporting Economic Competitiveness: Introduction of new shipping services

Port infrastructure is being developed in a sustainable manner to support economic competitiveness with positive impacts on the cost of living and doing business in the Turks and Caicos Islands.

The provision of competitive and reliable shipping services is crucial for the Turks and Caicos Islands to realize their full development potential. PATCI is actively enhancing connectivity and attracting additional shipping services through strategic infrastructure development across its port system. This proactive approach yielded positive results in fiscal year 2024/25.



Antillean Shipping Line Inaugural voyage to South Dock, Provo

A significant development in November 2024 saw the commencement of shipping services between South Florida and South Dock, Providenciales, by Antillean Line, a US-compliant carrier based in Florida. The inaugural voyage brought seventeen containers, and the service experienced steady growth, reaching an average of forty (40) containers weekly by the end of the reporting period.



King Ocean inaugural voyage from South Florida to South Caicos

Further progress was made in February 2025 with the launch of a new bi-weekly scheduled shipping service by King Ocean Services and AL Services LTD to South Caicos. This service directly connects South Caicos to South Florida, transitioning from a chartered service initiated earlier in FY 2024/25 in response to the economic growth on South Caicos, primarily driven by new hotel developments. This enhanced connectivity will undoubtedly benefit residents and businesses, improving the overall quality of life on the island.

Consequently, in January 2025, the Board of Directors approved a "Policy on the Introduction of New Shipping Services." This policy outlines the application process and evaluation criteria for approving new shipping services for both existing and prospective shipping lines.

Trade Diversification

Recognizing that trade is fundamental to progress, connecting communities, fostering opportunities, and driving economic growth, PATCI actively engages in initiatives to strengthen the TCI's global connections. In March 2025, PATCI joined other port stakeholders in sponsoring the inaugural TCI-Dominican Republic Trade Alliance Trade Show. This event aimed to cultivate valuable relationships between local entrepreneurs, businesses, and exporters from the Dominican Republic. The trade show attracted twenty (20) exporters from sectors including building materials, port authorities, food and beverage manufacturing, and clothing production. PATCI staff also maintained a booth providing information on port parameters, procedures, and performance statistics. Given the current uncertainties in global trade, PATCI's Board of Directors has subsequently committed the organization to



Staff at PATCI Booth at Trade Show

continued support for initiatives that diversify the TCI's supply chains and international trade relationships.

Staff Training and Development

PATCI continues to place great emphasis on building staff capacity. PATCI staff benefited from training offered through the Turks and Caicos Islands Government, Port Management Association of the Caribbean, the United Kingdom Department of Transport (DFT), local private training and international attachments. PATCI also provided in-house training for security staff through drills, refresher and Level 1 Security Training and various safety-related training. Total training hours for 2024/25 were 1,512.

Policies and procedures revision and training

PATCI conducted a comprehensive, island wide training initiative on the Staff Policies and Procedures Manual across all Ports. This training focused on serving as an orientation for new employees and a refresher for existing staff. The training offered pertinent information into the Ports operation along with the organization's Policies and Procedures. This being a refresher for the seasoned employees, they were updated on recent amendments to the Staff Policies and Procedures Manual. At the conclusion of the sessions, all employees received a personal copy of the manual for future reference.



Overview of Organizational Chart

Team Building



PATCI's Team Building Committee hosted a boat trip to bring in the beginning of FY 24/25. Staff from Providenciales and North Caicos visited Iguana Island and Grand Turk and Salt Cay staff visited Gibbs Cay. The day consisted of staff playing games and participating in races and other team building activities.



Last fiscal year the Grand Turk staff initiated a two-phased Port Gardening Project as a team building exercise. The beautification of the entrance to the port was completed last year. This year, the team completed its vegetable garden and green house.



PATCI staff supported World Autism Day by wearing blue to work.



PATCI staff ended the FY 24/25 with a 'BBQ on the beach' event to show appreciation to staff for their hard work during the year. The event brought the administration and security team together to enhance better working relationships and build deeper bonds and cohesiveness.

STAFF PROMOTIONS FISCAL YEAR 2024-2025



Aleno Todd, promoted to Security Supervisor



James Rigby promoted to Security Supervisor



Renardo Palmer promoted to Aids to Navigation Officer



Marven Seymour promoted to Supply Chain Optimization Officer



Sharonna Walkin promoted to Compliance and Training Manager



Fris Rigby-Forbes promoted to Operations Manager (Providenciales)

WELCOME TO THE TEAM



Keva Garland-Forbes was appointed as Human Resource Manager



Deveraux Malcolm was appointed as IT Manager



Andy Delancy was appointed as Security Officer



Rolando Dor was appointed as Security Officer



Charles King was appointed as Security Officer



Laura Logan was appointed as Security Officer



Anthony Francis was appointed as Security Officer

AWARDS AND RECOGNITION

ANNUAL AWARDS



The Chairman's Award was awarded to Mr. Aleno Todd, Security Supervisor at the Providenciales port facility.



The Director's Award was awarded to Roseanna Henry, Dock Master at the Grand Turk port facility.



The Minister's Award was awarded to Shawna Lewis, the Deputy Director.

Celebrating

— 10 YEARS —



Sarhea Rigby
Financial Controller



Natessa Moore
Security Supervisor

GOAL 5: PARTNERSHIPS & COLLABORATION

This year has been marked by meaningful collaboration and dynamic partnerships that have strengthened our role within the maritime community. Through shared goals, cooperative efforts, and a commitment to inclusivity and education, we have continued to build strong connections across a variety of sectors. From celebrating cultural milestones to promoting diversity and environmental awareness, our engagements reflect the power of working together to inspire and drive progress. In this section of the annual report, we highlight key initiatives that exemplify our approach to partnership.

BIG SOUTH FISHERMEN'S DAY & SEAFOOD FESTIVAL

The Ports Authority proudly continued its sponsorship of the South Caicos Fishermen's Day & Seafood Festival, an annual celebration honoring the enduring legacy and vital contributions of the local fishing community. This vibrant event paid powerful tribute to the pioneers and individuals who have shaped South Caicos's fishing industry, especially those integral to the local fishing plants. Beyond the heartfelt recognition, the festival's lively fishing tournament, exhilarating boat races, spirited domino competition, and engaging conch-related contests further deepened our connection to



PATCI Staff at Fishermen's Day 2024

the maritime community. Notably, the event also fostered exceptional internal team building, as staff from various departments united in camaraderie to support and actively participate in the festivities, even if our domino team didn't quite clinch the win this year!

VALENTINE'S DAY MODEL CUP

2025 Valentine's Day Cup model sailboat races, a vibrant cultural cornerstone held against the breathtaking backdrop of Bambarra Beach in Middle Caicos. This cherished event continues to champion heritage, exquisite craftsmanship, and strong community spirit through the enduring tradition of model sailboat racing.

Our staff enthusiastically participated in the Valentine's Day Cup, fostering camaraderie and strengthening bonds across the organization



PATCI staff at Valentine's Day Cup, Middle Caicos

INTERNATIONAL DAY FOR WOMEN IN MARITIME

Echoing the global observance, the dedicated women of our maritime sector marked International Day for Women in Maritime 2024 on May 18th, 2024, under the powerful theme “Safe Horizons: Women shaping the future of maritime safety.” This significant day underscored the indispensable contributions women continue to make in forging a safer and more inclusive maritime world.

This year’s commemoration saw our maritime women embark on a journey to North and Middle Caicos for a day brimming with camaraderie, cultural immersion, and professional growth. Their itinerary included enriching visits to significant cultural and historical sites, culminating in a highlight luncheon featuring the insightful guest speaker Ms. Kacy Higgs, a psychologist from the Department of Behavioural and Health Services. Ms. Higgs delivered a thought-provoking address on the critical aspects of women’s health and well-being within traditionally male-dominated industries, shedding light on the unique psychological demands often encountered by women in maritime roles. Her remarks offered invaluable strategies for building resilience, fostering mental wellness, and championing advocacy.



Women in Maritime at Bellefield Landing, North Caicos

BUILD-A-BOAT MODEL SAILBOAT WORKSHOP

For the third consecutive year, the Ports Authority sponsored the annual PATCI Build-A-Model Sailboat Camp, a dynamic hands-on initiative designed to immerse young minds in the art of traditional boat building while igniting their interest in maritime careers.

This year’s camp witnessed enthusiastic participation from fifteen (15) dedicated young boys who consistently demonstrated exceptional commitment, often dedicating their weekends to meticulously construct their model sailboats from the keel up. Under the expert tutelage of Mr. Curtis Simmons, these young artisans gained invaluable practical experience, mastering techniques encompassing every stage of sailboat construction, from precisely shaping the hulls and applying fiberglass to the intricate work of sail assembly and final rigging. The instructional program was further enriched by inspiring visits from community leaders who shared cherished historical insights into the Turks and Caicos Islands’ rich boat-building heritage, fostering a profound cultural connection.





The program culminated in the highly anticipated James E. Simmons Model Sailboat Races on Grand Turk, held as part of the celebration of National Heritage Day. The young camp participants, proudly sporting commemorative World Maritime Day T-shirts, launched and raced their completed vessels, showcasing their remarkable craftsmanship and collaborative spirit. Adding to the excitement, staff members from the Ports Authority also participated in the races as a spirited team-building event.



The resounding success of the 2024 Build-A-Model Sailboat Camp underscores the Ports Authority's unwavering commitment to youth engagement, cultural preservation, and the cultivation of future maritime professionals within the Turks and Caicos Islands. Looking ahead, plans are underway to expand the impactful Build-A-Sailboat Camp to reach young people across all the islands of the TCI.



COLLABORATION WITH GOVERNMENT DEPARTMENTS

Alongside the Maritime and Shipping Department, PATCI sent a delegate to the prestigious Red Ensign Group Conference 2024, held in Jersey, UK. This demonstrates the commitment to maritime excellence



UK Maritime and Coastguard Agency (MCA) IMO Instruments Implementation Code (III Code) Audit Team

and safety standards as a Territory of the United Kingdom. This conference serves as a vital forum for collaboration and the sharing of best practices among the UK's shipping registries and maritime administrations. Participation in this event allows PATCI to stay abreast of the latest international maritime regulations, safety advancements, and security protocols. Our active involvement underscores our dedication to aligning with the highest global standards and leveraging the collective expertise

2025 CALENDAR: YOUNG PROFESSIONALS IN MARITIME

Our 2025 calendar celebrated twelve (12) inspiring young professionals under the age of forty (40) in the maritime sector. This year, the spotlight was on these dynamic and talented individuals, highlighting diverse occupations in the maritime community.



Dewandre Smith
Senior Conservation Officer, DECR



Renardo Palmer
Aids to Navigation Officer, Ports Authority



Te'Andra Thomas
Operations Manager, Sun Oil Limited



Myron Simmons
Maritime Officer, The Department of Maritime & Shipping



Kenson Hamilton
Vessel & Port Operations, Cargo Express/Tropical Shipping



Trevor Williams
Senior Maritime Officer, The Department of Maritime and Shipping



Wenioka Ewing
Deputy Director and Sales Manager, Cargo Express/Tropical Shipping



Lynco Williams
Project Manager, Ports Authority



Lavado Simmons
Security Supervisor, Ports Authority



Jessica Higgs
Office Manager, King Ocean



Jatavia Howell
Assistant Director, Protected Areas & Revenue



Fabian Hanchell
General Manager, Provo Stevedoring Ltd.

Fiscal year 2024/25 was the last year of the current Strategic Plan. One of PATCI's key programme strategies for FY 2025/26 is to revise its strategic plan by the end of October 2025. Priority would be placed on completing work plans from the existing strategic plan whilst introducing new plans. The key programs being prioritized are as follows:

GOAL 1: SECURE PORTS

- Facilitate independent port security audits by November 2025.
- Implement periodic awareness training for non-security staff and port workers by October 2025.
- Facilitate a multi-agency port security exercise by March 2026.
- Operationalize the MOU on ISPS Code between the TCI and the UK Department of Transport

GOAL 2: SAFE PORTS

- Formulate a work plan by the end of May 2025 with clear KPIs to implement the Port Authority-related obligations arising from the 2024 III Code Mock Audit.
- Implement the Aids to Navigation maintenance plan based on the completed assessment by January 2026.
- Facilitate training for the completed Safety and Security Orientation program to all port users by November 2025.
- Commence training of the Marine Safety Management System and Safety Plan Handbook by September 2025.
- Assess staff needs within the safety department and prepare staff development plans by July 2025.

GOAL 3: RESILIENT PORTS

- Integrate existing port plans into an integrated master plan to guide the medium-term development of the TCI's port system by the end of December 2025.
- Complete South Dock Redevelopment phase II by July 2025 and commence phase II by October 2025.
- Prepare an implementation plan including funding arrangements for all components of the South Dock Redevelopment Project by December 2025.
- Commence Cedar Park and office refurbishment projects in South Caicos by the second quarter of FY2025/26.
- Formulate infrastructure maintenance plans for all ports by March 2026.

GOAL 4: SUSTAINABLE PORTS

- Assess port digitalization and decarbonization options and prepare a plan of action by the end of December 2025.
- Facilitate a revision of the Ports Authority Ordinance by March 2026 to take into consideration the new Merchant Shipping Ordinance and clarify financial provisions.
- Complete valuation of port assets and assess insurance options for ports buildings.

GOAL 5: EFFECTIVE PARTNERSHIPS

- Evaluate the effectiveness of public awareness platforms
- Build effective working relationships with government departments and other stakeholders to promote digitalization of supply chain operations

**GOVERNMENT
OF THE
TURKS AND CAICOS ISLANDS**



**PORTS AUTHORITY
SELF-FINANCING**

**PORTS AUTHORITY
NOTES AND ASSUMPTIONS
FINANCIAL YEAR 2025-2026**

Development Context

Ports facilitate trade and commerce, supply chain efficiency and domestic connectivity within the Turks and Caicos Islands. The Ports Authority of the Turks and Caicos Islands' 2022/2023 -2024/25 Strategic Plan outlines the strategic goals and objectives of the organization and provides a basis for the development of work plans with quantitative action points for the advancement of strategic goals/objectives.

The Goals/ Strategic Objectives in the Plan are as follows:

1. Maintain compliance with international security and conventions and codes and good practices
2. Entrench safety culture in accordance with international conventions and codes and good practice
3. Refurbish, expand and maintain the ports system to support prosperity and poverty reduction in the TCI
4. Consolidate partnerships and awareness programs
5. Minimize environmental impacts from shipping and port related activities

Strategic Highlights

Expenditure programs have been prioritized to progress strategic priorities in accordance with the Ports Authority's strategic objectives. The proposed budget builds on existing work plans that will support sustainable development goals and ensure compliance with international codes and conventions. FY 2025-26's estimates have been prepared to prioritize operational and navigational safety throughout the expanding port network.

Through budgetary provisions, the Ports Authority seeks to sustain its development, modernize its processes to improve service delivery to stakeholders, and continue supporting economic prosperity throughout the Turks and Caicos Islands.

Revenue

For the fiscal year ending 2024/25, the Ports Authority forecasts \$11,566,504 in revenues, exceeding initial estimates by 17%. The outturn is driven by ongoing expansion in the island's critical tourism sector and planned infrastructure projects that continue to drive imports in construction and building materials.

The Turks and Caicos Islands' economic outlook remains positive for FY 2025-26 and estimates for port revenues were prepared factoring in the main drivers in TCI's economy namely growth in tourism, real estate and construction which significantly impacts trade and port services. Additionally, the completion of newly constructed port assets namely the PLS Office Complex, watersports building and gazebo on North Caicos, have created additional rental income. \$14,083,622 is estimated in revenues for FY 2025-26 which is a 22% increase from FY 2024-25 unaudited actuals.

Operating Expenditure

\$8,321,156 in recurrent expenditure is estimated for FY 2025-26. The proposed budget is a 40% increase from the previous year's revised estimates of \$6,378,775, mainly due to the absorption of full-year costs of the increase in salaries, increased depreciation expenses, and funding of dredging throughout TCI's navigational channels, a critical safety initiative listed this year.

Capacity building and substantial investments in port infrastructure over the last three years have helped to improve and modernize port infrastructure and processes. FY 2025-26's estimates make provisions to consolidate recent gains in the areas of organizational restructuring and change initiatives, and expand port safety focus initiatives to balance these with security, which will be two pillars for the future development of PATCI.

\$1,100,000 or 27% of FY 2025-26's operating expenditure budget is allocated to dredging projects across the Turks and Caicos Islands, for improvements in navigational safety. This will also expand international shipping prospects in the Caicos Islands and facilitate developments in this region of the TCI. This is also consistent with the government's policy objective to enhance the livelihood of communities throughout the country.

**PORTS AUTHORITY
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FINANCIAL YEAR 2025-2026**

Additional resources in FY 2025-26 will support the expanding port network to sustain port infrastructure, as well as to ensure the sustainability of TCI's economy and the achievement of national development goals.

1. Personnel Costs

The Ports Authority of the Turks and Caicos Islands (PATCI) Strategic Plan 2022/23 to 2024/25 Goal 4.5 is Sustainable Supporting Ports with human resource systems that support staff capacity development and job satisfaction. Manpower estimates include full-year provisions for existing positions within PATCI, taking into consideration the impact of recent salary increases post-cabinet approved pay and grade review, as well as two new posts: Deputy Harbour Master and Finance Manager.

Operating Costs

1. Director's Fees

TCIPA pays a monthly stipend of \$1,250 to the Port Authority Board Members and \$1,663 to the Board Chairman. The increase against the previous year is in line with recommendations from the statutory body's pay and grade review for board compensation.

2. Local Travel and Subsistence

The estimate will facilitate interisland travel expenses for port staff and other support personnel throughout the TCI. Bulk tickets are purchased at both local airlines and TCI Ferry. Subsistence, where applicable, is also payable under this vote, which is in line with TCIG's Travel Policy.

3. International Travel and Subsistence

Provisions for participation in international conferences and seminars, as well as port attachments for fact-finding missions. All travel and subsistence costs are budgeted in accordance with TCIG's travel policy.

4. Utilities

Provisions are made for both water and electricity costs at port facilities across the TCI. The increase from the prior year's allocation will provide resources for additional utility expenses for the PLS Office Complex and the NCS water sports building and gazebo.

5. Communications Expense

Provisions are made for telephone, internet, and other data charges for port facilities throughout the TCI. The increase from the prior year's allocation is due to PATCI's newly constructed buildings, which also house government offices and other tenants.

6. Office Expenses

This includes office cleaning, stationery and other office supplies for ports across the TCI

7. Rental of Assets

Sand accumulated for resale from the NCS Dredging resulted in higher than estimated rental of asset expenditure in FY 2024-25. Provisions in 2025-26 have been made for temporary offices for essential personnel at the PLS port facility during the redevelopment.

**PORTS AUTHORITY
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8. Maintenance Expense

FY 2025/26's estimates make provisions for the general upkeep of six (6) port facilities and navigational channels across the TCI. Strategic priorities under this vote include the following:

Maintenance dredging: to support periodic dredging of channels throughout the banks in the TCI. This is also a coastal state obligation of the TCI.

Navigational Lights: to aid in the maintenance of navigational lights throughout the TCI, installation of demarcation lights and markers, under the Port Authority's remit. This will satisfy a coastal state's responsibility for the TCI to enhance maritime safety.

Repairs and Maintenance: Estimates provided for the general upkeep and improvement of all Port buildings. This activity is currently outsourced.

CCTV Maintenance: This includes maintenance of the CCTVs in Grand Turk, Providenciales, South Caicos, and North Caicos.

Hydrographic Surveys: to enable the Port Authority to undertake periodic hydrographic surveys of critical harbours and waterways in the Turks and Caicos Islands.

Waste Management: for the establishment of waste receptacles on Providenciales, Grand Turk, South Caicos, and North Caicos, for disposing of and removing debris and waste from port facilities.

9. Uniforms

Uniforms for security and administrative staff are procured annually. Provisions also include Personal Protection Equipment (PPE) for security officers, administrative staff, and port visitors. The increase from the previous year is due to the increase in manpower.

10. Professional and Consultancy Services

Provisions made for legal fees, Private Security Services at Bellefield Landing, and annual membership fees to port management associations, AAPA, and PMAC.

The decrease against the prior year's estimate is due to the completion of several one-off consultancies that facilitated technical support for NCS channel dredging, South Caicos Cedar Park master plan, and technical designs and support for infrastructural projects on North Caicos and South Caicos.

Estimates for FY 2025/26 will provide funding for consultancies to support the redevelopment of PLS port facility, especially to assist with the acquisition of a container scanner, design of an electronic management system of the PLS port container yard, and a stevedoring agreement.

11. Computer License and Software

Provisions made for preventive maintenance of computer hardware and related servers, including yearly subscription fees for accounting and port management software. Estimates for FY 2025-26 have been reduced post-recruitment of the IT Manager. Server support will be done internally.

12. Insurance

Estimates for insurance coverage premiums on port vehicles and Public Liability Insurance. The increase against the previous year's allocation will provide resources for insurance coverage on newly constructed port buildings and additional vehicles.

**PORTS AUTHORITY
NOTES AND ASSUMPTIONS
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13. Hosting and Entertainment

Costs for groundbreaking ceremonies, PATCI's annual general meeting, and team-building initiatives are expensed under this vote. Opening ceremonies are scheduled for PLS Redevelopment Phase 1 – New Berth and Cedar Park.

14. Training

The estimate provides resources for local and international training programs for all staff within PATCI. Training plans are developed to build staffing capacity within the organization and strengthen staff competencies. The Port Authority views training as a critical component of effectively managing port operations. With the recruitment of the Harbour Master, PATCI will increase training in maritime and port safety for officers.

15. Advertising and Promotions

Advertising and Promotions costs budgeted to support management in maintaining a strategy to increase business development efforts and increase revenue within the Ports Authority. Costs include comprehensive marketing and rebranding, public relations, proactive and responsive communications, outreach efforts, community programs and services for the Ports Authority to educate and build trusted relationships with key stakeholders and the community.

16. Auditing and Accounting

The provision of \$50,000 is the estimated audit fee and miscellaneous expenses that will be incurred by the auditors. Estimate increased based on the previous year's audit expenses.

17. Board Expenses

Provisions for associated costs for hosting board meetings, such as airfare, lodging, transportation, and refreshments, as well as Corporate Governance Training

18. Depreciation

This provision is being made to reduce the value of assets over their useful life span. The increase in depreciation is due to additional investments and improvements to port assets completed in the financial year 2025, which include a new water sports building and gazebo at Bellefield Landing, North Caicos, completed projects from Phase 1 and 2 Redevelopment, namely the Clinton Wilson Office Block and new berth in Providenciales.

19. Bad Debt Write Off

Provision for the recognition of certain accounts receivable as being uncollectible.

20. Bank Charges

Allocation for bank service charges, transaction processing, and fees.

21. Other Operating Expenses

The estimate provided will cover freight and carriage expenses for shipments between port facilities, as well as fuel and maintenance expenses for Port vehicles. The increase from the previous year is due to additional vehicles purchased in FY 2024/25 and includes provisions for fuel and maintenance for the marine safety vessel.

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22. Transfer to TCIG

Provisions in accordance with Section 12(3) of the Ports Authority Ordinance. Increased in accordance with 2025-2029 FSPS.

Capital Expenditure

The estimated capital cost for FY 2025-26 is \$3,810,000 comprised of \$1,750,000 in committed projects and \$2,060,000 in uncommitted or new projects.

Committed projects include South Caicos Port Infrastructure Phase 1 – Cedar Park development (\$900,000) and the expansion of the existing port security office building to accommodate essential personnel (PATCI and Border Force) charged with overseeing port operations, (which are expanding due to economic development taking place on that island) and dredging to enhance accessibility and safety at the new berth (\$250,000) to accommodate larger and regular international vessels. \$600,000 is also being allocated to complete NCS pavement projects at Bellefield Landing

Estimates for Uncommitted Projects will modernize and sustain existing port infrastructure. Projects include the Grand Turk Port Redevelopment, which includes refurbishment of the GT office block and main berth improvements (\$1,100,000), and Bellefield Landing Phase 2 – Fencing and Boat Ramps (\$450,000). The latter projects were deferred in FY 2024-25.

\$510,000 of the proposed capital projects will be used to sustain port operations in a developing network and includes the acquisition of a new marine vessel as part of the safety focus pillar. This vessel will aid in ensuring navigational safety assessments throughout port channels to support timely maintenance dredging.

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS
Programme and Performance Indicators for April 2025 - March 2026
PORTS AUTHORITY

STATUTORY BODY SUMMARY								
MISSION:	A financially self-supporting public service which provides the most efficient transport facilities to the people and businesses of the Turks and Caicos Islands.							
SUSTAINABLE DEVELOPMENT GOAL	SDG Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation							
VISION 2040 - SUSTAINABLE DEVELOPMENT DIMENSION	SDD 1: High National Income and Wealth							
VISION 2040 - NATIONAL CONDITIONS	STRATEGIC PRIORITIES:							
NC 1.6 Adequate Infrastructure (transport, roads, ports, energy, water and telecommunications)	Maintain compliance with international security convention and codes and good practice; establish safety culture in accordance with international conventions and codes and good practice; refurbish, expand and maintain the ports system to support prosperity and poverty reduction in the TCI; consolidate partnerships and awareness programs; encourage an internal Ports culture of learning for personal development and growth; and minimize environmental impacts from shipping and ports related activities.							
PROGRAMME EXPENDITURE								
Item	2023/24 Unaudited Actuals	2024/25 Approved Estimates	2024/25 Revised Estimates	2024/25 Unaudited Actuals	2025/26 Estimates	2026/27 Forward Estimates	2027/28 Forward Estimates	
Personnel Emoluments	\$ 2,788,009	\$ 3,762,827	\$ 4,138,790	\$ 3,759,115	\$ 4,238,577	\$ 4,393,403	\$ 4,426,163	
Operating Expenditure	\$ 2,106,610	\$ 2,231,507	\$ 2,239,985	\$ 2,198,371	\$ 4,082,579	\$ 3,810,374	\$ 3,810,374	
Capital Expenditure	\$ 1,765,000	\$ 1,970,000	\$ 1,970,000	\$ 550,000	\$ 3,810,000	\$ 2,250,000	\$ 2,250,000	
TOTAL AGENCY BUDGET CEILING	\$ 6,659,619	\$ 7,964,334	\$ 8,348,775	\$ 6,607,486	\$ 12,131,156	\$ 10,463,777	\$ 10,486,537	
STATUTORY BODY STAFFING RESOURCES – Actual Number of Staff by Category								
Executive/Managerial	7	11	11	10	12	12	12	
Technical/Front Line Services	34	48	48	40	44	44	44	
Administrative Support	7	10	10	10	14	14	14	
Wages Staff	5	5	5	2	3	5	5	
TOTAL AGENCY STAFFING	53	74	74	62	73	75	75	
PROGRAMME PERFORMANCE INFORMATION								
VISION 2040 NATIONAL CONDITIONS	KEY PROGRAMME STRATEGIES FOR 2024/25		ACHIEVEMENTS/PROGRESS IN 2024/25					
NC 1.6 Adequate Infrastructure (transport, roads, ports, energy, water and telecommunications)	1. Prepare a 3 year work plan by the end of the 1st quarter to take forward observations from the III Code Audit related to TCIPA and the IALA/ SIRA Risks assessment of port approaches and internal waters of the TCI		Completed. A Marine and Safety Division was established, key staff appointed including a Harbor Master to head the division. A mock III Code Audit was completed in December and was a key aspect of the Division's work plan: past plans were revised, ATONs assessed and upgrade work plan is being progressed and staff are active on the National III Code Steering Committee.					
	2. Facilitate a revision of the Ports Authority Ordinance by March 2025 to take into consideration new Merchant Shipping Ordinance and clarify financial provisions		Deferred. There was no progress on this program as staff were engaged in other work plans. PATCI will assess how to take this forward within the context of change taking place in the 'port system' and the need to develop sustainable funding arrangements.					
	3. Prepare a staff development plan to foster organizational sustainability by end of September 2024		Completed. An existing multi-year staff training plan was revised with inputs from Managers to strategically guide staff capacity development and training to ensure staff are equipped to carry out their core responsibilities in accordance with best practices and standards; and also achieve job satisfaction and the chance of growth and promotion within a changing port context.					
	4. Assess options to introduce a container yard management plan to improve port efficiency by the end of October 2024		Ongoing. Staff were appointed and several small projects were undertaken to improve container yard management. Enhance stakeholder consultations and coordination with the stevedore services provider were instituted as well. A digital container yard management solution is being appraise as part of planning for phase 3 and 4 of the South Dock Redevelopment project.					
	5. Finalize appraisal of phase 3 and 4 and the fuel discharge mooring components of the South Dock redevelopment project to support tendering by January 2025		Ongoing collaboration with the consultants and stakeholder consultations took place during the year, resulting in agreement and PATCI Board approval of the main components of both projects. Both consultancies are on course for completion by the stated time period to support tendering in early 2025/26.					
VISION 2040 NATIONAL CONDITIONS	KEY PROGRAMME STRATEGIES 2025/26 (Aimed at improving programme performance)							
NC 1.6 Adequate Infrastructure (transport, roads, ports, energy, water and telecommunications)	1. Formulate a work plan by the end of May 2025 with clear KPI to implement the Ports Authority-related obligations arising from the 2024 III Code Mock Audit.							
	2. Revise the Port Authority Strategic Plan by the end of October 2025.							
	3. Prepare an Implementation plan including funding arrangements for all components of the South Dock Redevelopment Project by December 2025.							
	4. Integrate existing port plans into an integrated master plan to guide the medium-term development of the TCI's port system by the end of December 2025.							
	5. Assess port digitalization and decarbonization options and prepare a plan of action by December 2025.							
	6. Facilitate a revision of the Ports Authority Ordinance by March 2026 to take into consideration the new Merchant Shipping Ordinance and clarify financial provisions							

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS
Estimates of Income and Expenditure for April 2025 - March 2026
PORTS AUTHORITY

	2023/2024	2024/2025			2025/2026	2026/2027	2027/2028
	Unaudited Actuals	Approved Estimates	Revised Estimates	Unaudited Actuals	Estimates	Forward Estimates	Forward Estimates
Berthing	274,095	259,000	284,900	316,843	346,700	346,700	346,700
Cargo Dues	6,800,042	6,903,000	7,593,300	8,140,112	9,802,217	9,802,217	9,802,217
Security Fees	2,265,204	2,301,000	2,531,100	2,667,997	3,267,405	3,267,405	3,267,405
Interchange Forms	133,075	133,500	146,850	134,440	153,000	153,000	153,000
Passes	33,360	32,550	35,805	36,120	47,000	47,000	47,000
Stevedoring Dues	171,371	160,470	176,517	207,303	236,000	236,000	236,000
Rental Income	60,770	133,800	111,000	76,690	231,300	231,300	231,300
TOTAL INCOME	9,737,917	9,923,320	10,879,472	11,579,505	14,083,622	14,083,622	14,083,622
Salaries	2,178,024	2,953,284	3,321,443	2,985,006	3,443,124	3,513,660	3,513,660
Wages	57,078	69,864	82,572	52,255	43,056	43,056	43,056
Holiday Pay	33,016	33,180	38,268	36,013	49,426	49,426	49,426
Allowances	157,401	199,524	180,312	162,603	187,740	188,472	188,472
Increments	-	29,533	-	-	-	75,584	75,584
Vacation Pay	43,599	-	-	77,880	15,000	15,000	15,000
Rewards and Incentives	3,900	4,600	4,600	1,722	8,600	8,600	8,600
Pension Plan	122,180	167,621	183,173	155,381	192,510	196,742	196,742
Gratuities	-	33,000	45,000	41,400	-	-	32,760
National Insurance Contributions	121,978	177,059	182,757	156,548	193,172	194,801	194,801
National Health Insurance Contributions	70,832	95,162	100,665	90,307	105,949	108,062	108,062
Employment Costs	2,788,009	3,762,827	4,138,790	3,759,115	4,238,577	4,393,403	4,426,163
Directors' fees and expenses	78,000	78,000	86,478	86,475	94,950	94,950	94,950
Local Travel and Subsistence	48,835	54,000	54,000	33,105	50,000	50,000	50,000
International Travel and Subsistence	15,216	40,000	25,000	13,704	40,000	40,000	40,000
Utilities	134,672	174,000	174,000	150,664	216,000	216,000	216,000
Communications Expenses	142,954	156,000	156,000	123,656	172,000	172,000	172,000
Office Expenses	60,867	75,000	75,000	68,809	80,000	80,000	80,000
Rental of Assets	12,442	-	-	57,805	12,000	12,000	12,000
Maintenance Expenses	575,429	413,400	513,400	536,040	1,270,600	950,000	950,000
Subscriptions, Periodicals, Books, etc.	1,660	3,000	3,000	1,591	3,000	3,000	3,000
Uniforms & Protective Clothing	35,225	35,000	35,000	34,599	45,000	45,000	45,000
Professional and Consultancy Services	226,330	271,900	171,900	163,394	217,400	200,000	200,000
Computer License Software and Hardware Maintenance	75,810	75,000	75,000	62,751	68,000	68,000	68,000
Insurance	13,856	35,907	35,907	17,373	77,544	77,544	77,544
Hosting and Entertainment	71,329	75,000	85,000	66,420	90,000	90,000	90,000
Training	88,542	110,000	110,000	113,396	115,000	115,000	115,000
Advertising and Promotions	39,849	36,000	36,000	32,551	45,000	45,000	45,000
Subscriptions and Contributions	-	5,000	5,000	2,500	5,000	5,000	5,000
Auditing and Accounting	25,000	25,000	25,000	50,000	50,000	50,000	50,000
Board Expenses	15,484	23,000	23,000	19,345	25,000	25,000	25,000
Depreciation and Amortisation	419,444	486,700	486,700	497,546	1,330,285	1,396,080	1,396,080
Bad debt write off/increase provisions	-	35,000	35,000	35,000	35,000	35,000	35,000
Bank Charges	3,200	3,600	3,600	2,976	4,800	4,800	4,800
Other Operating Expenses	22,466	21,000	26,000	28,671	36,000	36,000	36,000
Operating Costs	2,106,610	2,231,507	2,239,985	2,198,371	4,082,579	3,810,374	3,810,374
Total Expenditure	4,894,619	5,994,334	6,378,775	5,957,486	8,321,156	8,203,777	8,236,537
Operating Surplus before Capital Projects	4,843,298	3,928,986	4,500,697	5,622,019	5,762,466	5,879,845	5,847,085
Capital Projects	1,765,000	1,970,000	1,970,000	550,000	3,810,000	2,250,000	2,250,000
Cash Funding Required to Support Operating Expenditure and Capital Projects	6,240,174	7,442,634	7,827,075	5,974,941	10,765,871	9,022,697	9,055,457
Surplus/Deficit before Transfer to TCIG	3,497,742	2,480,686	3,052,397	5,604,565	3,317,751	5,060,925	5,028,165
Transfer to TCIG	3,000,000	3,000,000	3,000,000	3,000,000	4,000,000	5,000,000	5,000,000
Net Surplus/Deficit	497,742	(519,314)	52,397	2,604,565	(682,249)	60,925	28,165
Funding from Cash in Bank	-	519,314	-	-	682,249	-	-

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS
Estimates of Capital Expenditure for April 2025 - March 2026
PORTS AUTHORITY

Project No.	Funding Source	Project Title	Cost	Estimates 2025/2026	Estimates 2026/2027	Estimates 2027/2028
Committed Projects:						
TCIPA 02/22	TCIPA	South Caicos Port Infrastructure Development Phase 1	3,900,000	900,000	1,000,000	2,000,000
TCIPA 01/24	TCIPA	Phase 1 PLS Security Guard House	250,000	250,000		
TCIPA 04/22	TCIPA	Bellefield Landing Master Plan Phase 2 - Pavement	600,000	600,000		
Uncommitted Projects:						
TCIPA 03/22	TCIPA	Grand Turk Port Redevelopment	2,000,000	1,100,000	900,000	
TCIPA 04/22	TCIPA	Bellefield Landing Master Plan Phase 3	1,050,000	450,000	350,000	250,000
TCIPA 01/25	TCIPA	PLS Mobile Security Guard House	65,000	65,000		
TCIPA 02/25	TCIPA	Port Security Patrol Cars	95,000	95,000		
TCIPA 03/25	TCIPA	Safety Boat	350,000	350,000		
Total			8,310,000	3,810,000	2,250,000	2,250,000

NOTES

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