

**GOVERNMENT  
OF THE  
TURKS AND CAICOS ISLANDS**



**PORTS AUTHORITY  
SELF-FINANCING**

**PORTS AUTHORITY  
NOTES AND ASSUMPTIONS  
FINANCIAL YEAR 2023-2024**

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**

The FY 2023/24 Budget is prepared within context of the strategic goals/objectives and build on the Ports Authority's current work plans through the allocation of resources.

The TCI economy has rebounded since the pandemic, which is reflected in the forecast revenue outturn for FY 2022/23. It is expected that this trend will continue due to expansion in the construction sector, and growth in tourism.

Expenditure programs have been prioritized to progress strategic priorities. The Ports Authority is committed to implementing balanced work programs - underpinned by having secure and safe ports to support the development thrust of the TCI. In specific terms: the Ports Authority is expanding port infrastructure on all islands; building staff capacity and improving job satisfaction, while introducing modern systems and procedures for new port digital era.

During 2022/23 Ports Authority undertook important consultancies (review of stevedoring arrangements, organizational restructuring, change initiative) to inform the future direction of the organization. Additionally, the UK/MCA supported a risk assessment of ports and the territorial waters of the TCI. Recommendations from the aforementioned work plans will commence implementation and will require budgetary allocations, which are included in the 2023/24 Budget. There will be a greater shift toward port safety, while ensuring compliance with international port security requirements.

The Turks and Caicos Islands was the pilot country for the Port Management Association of the Caribbean's Port Logistics and Data Intelligence Platform, which digitizes port functions and transform port operations and supply chain efficiency. This Platform which was developed in consultations with the shipping community will be fully operationalized in 2023/24.

With the rehabilitation and expansion of the port system; the Bellefield Landing port facility will be fully integrated into the ports system in 2023/24. Full year cost for this port is captured in the budget. Greater attention will be paid to preventative maintenance of the ports on Grand Turk and South Caicos. Maintenance dredging of ports and navigation channel and refurbishment of Aids to Navigation to ensure safe navigation within the territorial waters of the TCI will be prioritized. Funding for these work plans is also reflected in the budget

Staff training and capacity development programs will be consolidated to support the needs of a new port environment. Attention will be paid to ensuring competitive staff remuneration is in place. The team building program will continue during the year; along with the 'change' initiative. Funding for these work plans is also reflected in the budget

The redevelopment of South Dock, Provo will bring additional challenges; attention will therefore be paid congestion management and improving stakeholders' coordination so there is minimum supply chain disruption.

With the completion of infrastructure projects on Grand Turk and South Caicos, the focus of the capital budget will shift towards development of Bellefield Landing and the redevelopment of South Dock.

## **Revenue**

The Ports Authority's revenue target for FY 2023/24 is \$9,484,870, which is slightly above the previous year's revenue targets of \$9,378,478. PATCI's recurrent revenue is expected to grow by 4% in FY 2023/24.

Additionally, \$1 million is expected in sand receipts that were not collected in the previous fiscal year because of delays with the dredging project. Economic data for the TCI predicts that TCIs construction sector will continue to grow at an average rate of 4% over the next 3 years. An uptake is also anticipated in wholesale and retail activities from the expansion of businesses within TCI's economy.

FY 2022/23, unaudited revenue receipts totalled \$8,135,939 which was -13% lower than estimated, the shortfall being delayed receipts from the sale of sand.

Revenues for the Ports Authority are primarily driven by increased economic development throughout the TCI. TCI's Tourism sector continues to rebound following the pandemic from a number of large-scale investments in development projects throughout the islands, which have significantly increased the importation of building materials helping to boost Port revenues.

More than 51% or \$4.5million of FY 2022/23's revenue outturn is derived from the importation of building and construction material, helping the Ports Authority to surpass recurrent revenue targets, amidst supply chain shortages/disruptions and inflationary pressures impacting economies globally. This trend is expected to continue in FY 2023/24.

## **Expenses**

The Ports Authority is proposing a recurrent expenditure budget of \$ 5,683,373 for FY2023/24 which is a slight increase from the previous year's revised allocation of \$5,303,255. Several programme objectives which include South Dock Grading and North Caicos Dredging, were achieved in FY 2022/23 which helped to reduce FY 2023/24 expenditure needs, amid raising prices and increased expenditure needs for the newly developed port facility on North Caicos. Significant expenditure items are explained in the notes which follow:

### **1. Salaries and Allowances**

The Ports Authority completed an Organization Restructuring exercise in FY 2022/23 which took place against the back drop of an expanding ports system. The consultancy recommended the creation of several positions that can be filled from within the existing staff capacity, to enable TCIPA to carry out its core security and safety mandate.

Provisions in FY 2023/24 proposed budget, prioritizes recruitment of three new positions. These include Dock Officers for Grand Turk and Providenciales, reclassifying the post of Port Safety Officer, a Supply Chain Optimization Officer and an Aids to Navigation Maintenance Officer. A 1% increase in salaries is being proposed to existing post within PATCI, to ensure that employees are not adversely impacted by the NIB rate increase in April 2023.

Provisions have also been made for salary regarding and increments, to bring forward recommendations from a Job Evaluation consultancy conducted in FY 2022/23, for the establishment of a fair and equitable pay structure to positions within the Ports Authority, that is consistent with the pay structure of other government statutory bodies/businesses.

## **Operating Costs**

### **1. Director's Fees**

A monthly stipend of \$1,000 is paid to the Ports Authority Board Members and \$1,500 to the Chairman.

### **2. Local Travel and Subsistence**

The estimate provided will facilitate interisland travel costs for port staff and other support personnel throughout the TCI. The increase in allocation from the previous year's estimates is due to increased travel rates for both sea and air travel. In FY 2023/24 the Ports Authority will continue to expand and develop port infrastructure on South Caicos, Grand Turk, North Caicos and Providenciales. Bulk tickets are purchased at both local airlines and TCI Ferry. Subsistence, where applicable, is also payable under this vote, in line with TCIG's Travel Policy.

### **3. International Travel and Subsistence**

Estimates in this vote facilitate travel for participation in international conferences and seminars, as well as port attachments for fact finding missions. FY 2023/24 provisions will facilitate travel for capacity building in conjunction with the port redevelopments. All travel and subsistence costs are budgeted in line with the TCIG's travel policy.

### **4. Utilities**

The estimate makes provisions for both water and electricity costs at port facilities across the TCI. The increase in FY 2023/24's allocation is due to the actual performance of FY 2022/23, the outturn being a 23% increase in utility costs against estimates. FY 2023/24's budget includes full year provisions for the newly constructed office complex at Bellefield Landing, North Caicos.

### **5. Communications Expense**

The estimate provided makes provisions for telephone, internet and other data charges for port facilities throughout the TCI. The increase from the previous year's budget is to facilitate telecommunication expenses for the Bellefield Landing office complex.

### **6. Office Expenses**

This includes cleaning, stationery, and other office supplies for various port offices across the TCI. The allocation has increased to factor in price increases for various goods/inflation and to ensure the Bellefield Landing port office is stocked sufficiently.

### **7. Rental of Assets**

The allocation will facilitate sand mining/leasing arrangements for temporarily storing sand from North Caicos dredging projects.

## 8. Maintenance Expense

In FY 2022/23 the Ports Authority carried out several maintenance projects across the TCI to improve port safety conditions at port facilities. 60% of FY 2022/23's allocation facilitated works at South Dock Providenciales which improved container yard conditions with paving and improved port lighting and fencing at the port facility on South Dock Providenciales.

Provisions for FY 2023/24 have been made to continue safety enhancements on ports throughout the TCI, while works continue on Providenciales, to improve conditions at the South Dock port in preparation for Phase 1 and 2 port redevelopment project. With the shift towards safety, the port will also carry out maintenance activities that help to improve navigational safety and aid in the implementation of the SIRA work plan. Additional maintenance works for FY 2023/24 include the following:

**Navigational Lights:** Provisions will aid in the maintenance of navigational lights throughout the TCI, installation of demarcation lights and markers, under the Port Authority's remit.

**Maintenance dredging:** funding to support dredging of South Dock and channels in the Caicos banks

**Boat Removal:** facilitate the removal of sunken vessels in Bellefield Landing NCS channel

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

**CCTV Maintenance:** This includes maintenance to the CCTV's in Grand Turk, Providenciales South Caicos and North Caicos.

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

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

## 9. Uniforms

Uniforms for security and administrative staff are ordered annually. The allocation also includes new Personal Protection Equipment (PPE) for security officers, administrative staff and port visitors.

## 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 consultancies during FY 2022/23 which include consultancies and technical support for port dredging, architectural drawings and professional support for the sale of sand on NCS.

FY 2023/24's budget makes provisions for Property Valuations of Port Assets and periodic Dredging Supervision for North Caicos, Bellefield Landing Channel.

## 11. Insurance

Estimates for insurance coverage premium on port vehicles and Public Liability Insurance. The increase against the previous year's allocation is in respect of insurance coverage on newly constructed port buildings and new vehicles.

## 12. Computer License and Software

Provisions made for preventive maintenance of computer hardware and related server, includes yearly subscription fees for accounting and port management software.

### 13. **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 strengthening staff competencies. The Ports Authority views training as a critical component of effectively managing port operations. Additional training plans will focus on port safety and moving officers throughout the islands to train new recruits across the port network, as well as complete the organization's Cultural Change initiative, launched in FY 2022/23.

### 14. **Advertising and Promotions**

Advertising and Promotions costs include those in relation to supporting management in maintaining a strategy to increase business development efforts and increase revenue within the Ports Authority. Costs include comprehensive marketing, 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. Amounts were also budgeted for hosting of Maritime Week in the Turks and Caicos Island's high schools.

### 15. **Audit and Accounting**

The provision of \$25,000 is the estimated audit fee and miscellaneous expenses that will be incurred by the auditors.

### 16. **Board Expenses**

Provisions for associated costs for hosting board meetings such as airfare, lodging, transportation and refreshments.

### 17. **Depreciation**

This provision is being made to reduce the value of assets over its useful life span. The increase in depreciation takes into account the completion of South Caicos Rehabilitation works, South Caicos' and Grand Turk office refurbishment works, vehicles for NCS and South Caicos, and the Bellefield Landing complex completed in October 2022.

### 18. **Bad Debt Write Off**

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

### 19. **Bank Charges**

Allocation for bank service charges and transaction processing and fees.

### 20. **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. Increased from the previous year's budget for additional vehicles being purchased in FY 2023/24.

### 21. **Transfer to TCIG**

Provisions in accordance with Section 12(3) of the Ports Authority Ordinance.

## **Capital Projects Overview**

The Ports Authority continues to make progress in expanding the port system through infrastructure development. Due to delays in tendering several projects during FY 2022/23, \$5,034,000 was committed to approved projects. The forecast outturn on committed project is \$2,993,660. Projects not tendered will be given priority for implementation during FY 2023/24, this will represent spending of \$ 1,645,000.

With the completion of infrastructure projects on Grand Turk and South Caicos foreseen, in the coming years it is expected that the Ports Authority, with funding support from the TCI government, will increase funding to develop Bellefield Landing (based on the master plan) and redevelop South Dock, Provo.

Accordingly, the Ports Authority is budgeting \$3,950,000 on Capital Project during 2023/24; broken down as follows: Projects carried over from 2022/23 \$2,305,000; and new projects \$1,645,000.

It is expected that Ports Authority's expenditure on capital projects will decrease after 2023/24; and greater attention will be paid to maintenance programs.

Tendering for several government funded project associated with the redevelopment of South Dock project was concluded during the year. Actual expenditure was still limited. However, it is expected South Dock Redevelopment project will ramp up during 2023/24. Government funding \$17.3 million is being allocated toward this project. This will fund:

- ongoing construction of the new port office building and phases 1 and 2;
- technical support to implement the project; and
- technical studies to appraise phases 3 and 4 and new fuel discharge mooring.

Overall, the proposed budget will allow the Port Authority to maintain and develop its infrastructure throughout the port system to support economic growth and prosperity throughout the TCI. The Ports Authority is grateful for the support of the Procurement Office, Infrastructure Committee, Public Works Department, Ministry of Finance, Ministry of Immigration and Border Services, and a team of contractors and consultants for improving the delivery of capital projects.

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
Programme and Performance Indicators for April 2023 - March 2024  
PORTS AUTHORITY

STATUTORY BODY SUMMARY								
<b>MISSION:</b>	A financially self-supporting public service which provides the most efficient transport facilities to the people and businesses of the Turks and Caicos Islands.							
<b>SUSTAINABLE DEVELOPMENT GOAL</b>	SDG9- Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.							
<b>VISION 2040 - SUSTAINABLE DEVELOPMENT DIMENSION</b>	SDD1- High National Income and Wealth.							
<b>VISION 2040 - NECESSARY CONDITIONS</b>	<b>STRATEGIC PRIORITIES:</b>							
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	2021/22 Unaudited Actuals	2022/23 Approved Budget	2022/23 Revised Budget	2022/23 Forecast Outturn	2023/24 Budget Estimates	2024/25 Forward Estimates	2025/26 Forward Estimates	
Personnel Emoluments	\$ 2,724,771	\$ 2,987,887	\$ 2,987,887	\$ 2,567,705	\$ 3,342,036	\$ 3,316,828	\$ 3,316,828	
Operating Expenditure	\$ 1,308,813	\$ 1,989,968	\$ 2,315,368	\$ 2,318,287	\$ 2,341,337	\$ 1,814,651	\$ 1,838,299	
Capital Expenditure	\$ 1,420,816	\$ 5,034,000	\$ 5,034,000	\$ 2,993,660	\$ 3,950,000	\$ 750,000	\$ 500,000	
<b>TOTAL AGENCY BUDGET CEILING</b>	<b>\$ 5,454,400</b>	<b>\$ 10,011,855</b>	<b>\$ 10,337,255</b>	<b>\$ 7,879,651</b>	<b>\$ 9,633,373</b>	<b>\$ 5,881,479</b>	<b>\$ 5,655,127</b>	
STATUTORY BODY STAFFING RESOURCES – Actual Number of Staff by Category								
Executive/Managerial	7	9	9	7	11	11	11	11
Technical/Front Line Services	34	36	36	36	44	44	44	44
Administrative Support	7	8	8	7	10	10	10	10
Wages Staff	5	5	5	5	5	5	5	5
<b>TOTAL AGENCY STAFFING</b>	<b>53</b>	<b>58</b>	<b>58</b>	<b>55</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>
PROGRAMME PERFORMANCE INFORMATION								
VISION 2040 NECESSARY CONDITIONS	KEY PROGRAMME STRATEGIES FOR 2022/23			ACHIEVEMENTS/PROGRESS IN 2022/23				
NC 1.6 Adequate infrastructure (transport, roads, ports, energy, water and telecommunications).	1. Complete arrangements for an Independent Port Security Audit by the end of October 2022.			The Board approved for this activity to be carried forward in Q4 of FY 2022/23.				
	2. Prepare a 3 year work plan by the end of the 1st quarter to take forward observations from the Ill Code Audit related to TCIPA and the IALA/ SIRA Risks assessment of port approaches and internal waters of the TCI.			The Board at meeting #12-22, held on November 24th, 2022 approved for a work plan prepared as part of the Risk Assessment to be prioritised as basis for the 3 year work plan for the Safety Division which will lead PATCI's response efforts.				
	3. Assess options to insure port buildings and other physical assets by the end of October 2022.			This activity did not take place as planned due to delays in vesting related properties to the Ports Authority.				
	4. Revise the Disaster Preparedness Plan in line with the Model Port Disaster and Emergency Management Plan prepared by the OSA by the end of May 2022.			Due to other work plans, a decision was taken to undertake a number of staff seminars during the year to complete the adoption of the new plan in time for the 2023 Hurricane Season.				
	5. Undertake a valuation of ports authority assets by the end of September 2022.			This activity did not take place due to delays in vested related properties to the Ports Authority.				
	6. Facilitate a revision of the Ports Authority Ordinance by March 2023 to take into consideration new Merchant Shipping Ordinance and clarify financial provisions.			This activity has not commenced. Passage of the new Merchant Shipping Ordinance is still pending.				
	7. Prepare Port Maintenance Policy and Plans (including port dredging) by the end of the second quarter to improve safety of navigation and effectiveness of assets.			A multi-year sand mining license was approved and there are several projects ongoing under that approval.				
	8. Prepare a work plan by the end of the first quarter to take forward recommendations of Organizational Restructuring consultancy over the next 3 years.			This work plan was delayed pending outcomes of the SIRA/IALA Risk Assessment report. This activity will continue in FY 2023/24.				
	9. Prepare a work plan to implement recommendations from the Sustainable Stevedoring Services Consultancy.			The consultancy was completed in Q2 of FY 2022/23. Cabinet was presented with the outcome.				
	10. Facilitate formation of a Port Sector Information Management working group by December 2022.			This KPI was progressed as part of the Port Management Association of the Caribbean's Port logistics and Data Intelligence Platform which is being piloted in the TCI, with inputs from key stakeholders.				
	11. Undertake an Organizational Culture consultancy by the end of October 2022 to improve working relations and job satisfaction.			The consultancy commenced in Q4 of FY 2022/23 and will continue in FY 2023/24.				
	12. Undertake a survey by the end of December 2022 to evaluate the impact of TCIPA's public awareness program.			This activity was delayed but will be completed in FY 2023/24.				



**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Programme and Performance Indicators for April 2023 - March 2024  
 PORTS AUTHORITY

VISION 2040 NECESSARY CONDITIONS	KEY PROGRAMME STRATEGIES 2023/24 (Aimed at improving programme performance)						UN DEVELOPMENT TARGET
NC 1.6 Adequate infrastructure (transport, roads, ports, energy, water and telecommunications).	1. Complete arrangements for a UK/DFT Port Security Audit by the end of April 2023						
	2. 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						
	3. Assess options to insure port buildings and other physical assets by the end of October 2023						
	4. Revise the Disaster Preparedness Plan in line with the Model Port Disaster and Emergency Management Plan prepared by the OSA by the end of May 2023						
	5. Undertake a valuation of ports authority assets by the end of September 2023						
	6. Facilitate a revision of the Ports Authority Ordinance by March 2023 to take into consideration new Merchant Shipping Ordinance and clarify financial provisions						
	7. Prepare Port Maintenance Policy and Plans (including port dredging) by the end of the second quarter to improve safety of navigation and effectiveness of assets						
	8. Prepare a work plan by the end of the first quarter to take forward recommendations of Organizational Restructuring consultancy over the next 3 years						
	9. Facilitate formation of a Port Sector Information Management working group by December 2023						
KEY PERFORMANCE INDICATORS	2021/22 Unaudited Actuals	2022/23 Estimates	2022/23 Revised Estimates	2022/23 Unaudited Actuals	2023/24 Estimates	2024/25 Forward Estimates	UN DEVELOPMENT TARGET
<b>Output Indicators (the quantity of output or services delivered by the programme)</b>							
No inter-Island Twenty Foot Equivalent Units (TEUs) facilitated by the ports system	50	60	60	60	60	60	9.1.2. Passenger and freight volumes by mode of transport
Number of TEUs processed to ensure timely and least cost delivery to port customers	17,543	17,331	17,331	17,301	16,550	16,500	
Number of compliant vessels cleared to enter ports in accordance with international codes and conventions	276	370	370	370	370	370	
Cargo Volumes in Tons					692,672	720,379	
No. of passenger movements by domestic ferries					36,000	37,800	
No of local vessels cleared to enter the ports	48	70	70	70	70	70	
<b>Outcome Indicators (the planned or achieved outcomes or impacts of the programme and/or effectiveness in achieving programme objectives)</b>							
Average time it takes for trucks to receive cargo					-5%	-10%	
Average Number of container lifts per hour					25	50	
Time to clear vessels					3 hours	2 hours	
Increase (%) Cargo throughput					5%	5%	
<b>Green Impact</b>							
(How will this programme impact on existing and planned baseline performance in (i) priority climate change mitigation, resilience, disaster preparedness and (ii) the environment).	The program budget presents an opportunity to incorporate climate change and resiliency into infrastructure projects, as well as energy conservation and generation. Disaster preparedness and mitigation will be enhanced through adaption of Caribbean Port Disasters and Emergencies manual.						13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries Indicators 13.2 Integrate climate change measures into national policies, strategies and planning
<b>Gender Impact</b>							
(How will this programme impact on existing and planned baseline performance with regard to gender equity, including addressing gender gaps)	The work of Ports Authority will improve accessibility and service delivery to communities in the TCI. These impacts will be gender neutral since equal number of male and female children interact with Ports Authority. Going forward, the Port Authority will undertake research to track demographics of persons using its services and who travel on domestic ferries.						5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS  
Estimates of Income and Expenditure for April 2023 - March 2024  
PORTS AUTHORITY

	2021/2022	2022/2023			2023/2024	2024/2025	2025/2026
	Unaudited Actuals	Approved Budget	Revised Budget	Forecast Outturn	Estimate	Forward Estimate	Forward Estimate
Berthing	233,130	233,040	233,040	240,031	260,420	260,420	260,420
Cargo Dues	5,349,780	5,559,474	5,559,474	5,726,258	5,898,000	5,898,000	5,898,000
Security Fees	1,783,838	1,853,158	1,853,158	1,908,753	1,966,000	1,966,000	1,966,000
Interchange Forms	62,730	59,595	59,595	83,220	120,000	120,000	120,000
Passes	24,670	25,540	25,540	26,307	27,150	27,150	27,150
Stevedoring Dues	119,747	106,301	106,301	110,000	127,500	127,500	127,500
Other(Sale of Sand)	6,849	1,500,000	1,500,000	-	1,000,000	-	-
Rental Income		41,370	41,370	41,370	85,800	196,920	196,920
<b>TOTAL INCOME</b>	<b>7,580,744</b>	<b>9,378,478</b>	<b>9,378,478</b>	<b>8,135,939</b>	<b>9,484,870</b>	<b>8,595,990</b>	<b>8,595,990</b>
Salaries	1,842,053	2,230,272	2,230,272	1,916,895	2,531,052	2,581,440	2,581,440
Wages	59,686	64,272	64,272	64,272	66,732	66,732	66,732
Holiday Pay	39,591	27,400	27,400	28,386	28,440	28,440	28,440
Allowances	104,875	160,740	160,740	135,140	189,660	192,684	192,684
Increments	-	22,944	22,944	5,592	140,000	52,000	52,000
Vacation Pay	18,068	-	-	-	-	-	-
Rewards and Incentives	10,083	4,000	4,000	4,000	4,000	4,000	4,000
Employer Pension Plan	-	137,334	137,334	118,870	149,388	156,419	156,419
Pension and Gratuities (TCIPA)	510,302	147,000	147,000	131,614	-	-	-
National Insurance Contributions	80,829	120,592	120,592	105,429	149,426	150,173	150,173
National Health Insurance Contributions	59,282	73,333	73,333	57,507	83,338	84,940	84,940
<b>Employment Costs</b>	<b>2,724,771</b>	<b>2,987,887</b>	<b>2,987,887</b>	<b>2,567,705</b>	<b>3,342,036</b>	<b>3,316,828</b>	<b>3,316,828</b>
Directors' fees and expenses	78,000	78,000	78,000	78,000	78,000	78,000	78,000
Local Travel and Subsistence	28,278	33,000	33,000	40,000	50,000	40,000	40,000
International Travel and Subsistence	8,231	30,000	30,000	13,000	40,000	40,000	40,000
Utilities	118,142	115,300	115,300	145,000	156,000	160,680	165,500
Communications Expenses	70,085	73,000	73,000	73,000	133,300	137,299	141,418
Office Expenses	59,349	70,000	70,000	65,000	75,000	77,250	79,568
Rental of Assets	18,000	65,000	65,000	65,000	35,000	-	-
Maintenance Expenses	220,347	460,000	690,000	690,000	633,722	250,000	250,000
Subscriptions, Periodicals, Books, etc.	1,582	2,500	2,500	2,700	3,000	3,000	3,000
Uniforms & Protective Clothing	16,292	28,000	28,000	25,000	33,000	33,990	35,010
Professional and Consultancy Services	158,696	410,475	505,875	505,875	346,000	220,000	220,000
Computer License Software and Hardware Maintenance	63,433	45,000	45,000	63,000	65,000	65,000	65,000
Insurance	11,903	34,885	34,885	11,904	35,907	36,984	36,984
Hosting and Entertainment	54,065	54,000	54,000	53,000	57,000	60,000	60,000
Training	35,793	72,000	72,000	65,000	90,000	90,000	90,000
Advertising and Promotions	15,217	25,000	25,000	25,000	32,000	32,000	32,000
Subscriptions and Contributions	5,300	5,000	5,000	5,000	5,000	5,000	5,000
Auditing and Accounting	25,000	25,000	25,000	25,000	25,000	30,000	30,000
Board Expenses	13,804	17,000	17,000	21,000	23,000	23,000	23,000
Depreciation and Amortisation	248,242	296,400	296,400	296,400	372,000	379,040	390,411
Bad debt write off/increase provisions	28,899	35,000	35,000	35,000	35,000	35,000	35,000
Debt service Interests	-	-	-	-	-	-	-
Bank Charges	3,154	3,408	3,408	3,408	3,408	3,408	3,408
Other Operating Expenses	27,001	12,000	12,000	12,000	15,000	15,000	15,000
<b>Operating Costs</b>	<b>1,308,813</b>	<b>1,989,968</b>	<b>2,315,368</b>	<b>2,318,287</b>	<b>2,341,337</b>	<b>1,814,651</b>	<b>1,838,299</b>
<b>Total Expenditure</b>	<b>4,033,584</b>	<b>4,977,855</b>	<b>5,303,255</b>	<b>4,885,991</b>	<b>5,683,373</b>	<b>5,131,479</b>	<b>5,155,127</b>
<b>Operating Surplus before Capital Projects</b>	<b>3,547,160</b>	<b>4,400,623</b>	<b>4,075,223</b>	<b>3,249,947</b>	<b>3,801,497</b>	<b>3,464,511</b>	<b>3,440,863</b>
Transfer to TCIG	842,543	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
<b>Operating Surplus/Deficit before Capital Projects</b>	<b>2,704,617</b>	<b>1,400,623</b>	<b>1,075,223</b>	<b>249,947</b>	<b>801,497</b>	<b>464,511</b>	<b>440,863</b>
<b>Capital Projects</b>	<b>1,420,816</b>	<b>5,034,000</b>	<b>5,034,000</b>	<b>2,993,660</b>	<b>3,950,000</b>	<b>750,000</b>	<b>500,000</b>
<b>Cash Funding Required to Support Operating Expenditure and Capital Projects</b>	<b>5,454,400</b>	<b>10,011,855</b>	<b>10,337,255</b>	<b>7,879,651</b>	<b>9,633,373</b>	<b>5,881,479</b>	<b>5,655,127</b>
<b>Surplus after Capital Expenditure</b>	<b>1,283,801</b>	<b>(3,633,377)</b>	<b>(3,958,777)</b>	<b>(2,743,713)</b>	<b>(3,148,503)</b>	<b>(285,489)</b>	<b>(59,137)</b>
<b>Funding from Cash in Bank</b>	<b>-</b>	<b>3,633,377</b>	<b>3,958,777</b>	<b>2,743,713</b>	<b>3,148,503</b>	<b>285,489</b>	<b>59,137</b>

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Estimates of Human Resources for April 2023 - March 2024  
 PORTS AUTHORITY

	Ports Authority	2022/2023	2023/2024
		Human Resources	Human Resources
	Director	1	1
	Deputy Director	1	1
	Financial Controller	1	1
	Port Engineer	1	1
	Project Manager	1	1
	IT Manager (2022/23 - 9 mths)	1	1
	Habour Master (2022/23 - 9mths)	1	1
	Human Resource Manager	1	1
	Business and Communications Manager	1	1
	Security Manager/Compliance and Training Manager	1	1
	Contract Administrator/Relationship Manager (9mths, FY 2022/23 -3 mths)	1	1
	Accountant	1	1
	Port Facility Security Officer/OPS Managers	2	2
	Director's Personal Assistant	1	1
	Port Facility Compliance Officer/Finance Officer	2	2
	Port Safety Officer/Dock Master	1	2
	Supply Chain Optimization Officer	-	1
	Aids to Navigation Officer	-	1
	Port Facility Supervisor	1	1
	Security Supervisor	8	8
	Port Facility Security Officer (SXC)	2	2
	Port Facility Officers (2022/23 - 6 mths)	2	2
	Security Officers	29	31
	<b>Salary Staff</b>	<b>60</b>	<b>65</b>
	Cleaner-South Caicos	1	1
	Cleaner-Providenciales	1	1
	Cleaner-North Caicos (2022/23 -6 Months)	1	-
	Hanyman- Providenciales	1	1
	Handyman-Grand Turk	1	1
	Cleaner-Grand Turk	1	1
	Temp Workers		
	<b>Waged Staff</b>	<b>6</b>	<b>5</b>
	<b>Ports Authority</b>	<b>66</b>	<b>70</b>

**GOVERNMENT OF THE TURKS AND CAICOS ISLANDS**  
 Estimates of Capital Expenditure for April 2023 - March 2024  
 PORTS AUTHORITY

Project No.	Funding Source	Project Title	Cost	Budget	Budget	Budget
				2023/2024	2024/2025	2025/2026
<b>Committed Projects:</b>						
TCIPA07/18	TCIPA	South Caicos Rehabilitation	140,000	140,000		
TCIPA 05/20	TCIPA	North Caicos Port Infrastructure Development	800,000	800,000		
TCIPA 03/19	TCIPA	Bellefield Landing Development Project	800,000	800,000		
TCIPA 01/21	TCIPA	South Caicos Port Pavement Project	565,000	565,000		
<b>Uncommitted Projects:</b>						
TCIPA 02/22	TCIPA	South Caicos Port Development	400,000	400,000		
TCIPA 03/22	TCIPA	Grand Turk Infrastructure Refurbishment and Development	570,000	570,000		
TCIPA 04/22	TCIPA	Bellefield Landing Master Plan Phase 2	1,750,000	500,000	750,000	500,000
TCIPA 05/22	TCIPA	Port Vehicles	70,000	70,000		
TCIPA 06/22	TCIPA	Port Office Furnishing	75,000	75,000		
TCIPA 07/22	TCIPA	Port Security Vehicles	30,000	30,000		
<b>Total</b>			<b>5,200,000</b>	<b>3,950,000</b>	<b>750,000</b>	<b>500,000</b>