



PORTS AUTHORITY OF THE TURKS AND CAICOS ISLANDS
STRATEGIC PLAN 2018/19 TO 2022/23
“PORTS SUPPORT PROSPERITY”





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Chairman's Forward

It is my great pleasure to present the Turks and Caicos Islands Ports Authority's Strategic Plan 2019/20 to 2021/22.

Ports play a very important role in promoting the sustainable development and prosperity of the Turks and Caicos Islands. The Turks and Caicos Islands Ports Authority (TCIPA) is a government statutory body, established in 2008 to oversee the management of ports in the Turks and Caicos Islands.

TCIPA has made great strides since its establishment. This Plan builds on the current work plans of the organization. The Plan is consistent with the Government's Vision 2040, and important maritime codes and conventions. The plan was prepared with consultations with key stakeholders.

The Plan outlines a results framework of strategic objectives/ goals, consistent results and supportive activities; which would form the basis of the organization's work plan during the next three years to realize its mission as we move closer to realization of our Vision.

The Plan also includes sections on risks and mitigation, resources, monitoring, reporting, evaluation and learning.

The Board of Directors and Management have discussed and debated the issues, key results and actions for the period of the Plan. This Plan is all about delivering results! We want you to hold us accountable for delivering on the commitments we have made in this Strategic Plan.

**Jason Urban Francis
Chairman,
Board of Directors**



1.1 Legal context and mandate

The Turks and Caicos Islands (TCI) is a maritime country. The Turks and Caicos Islands Ports Authority (TCIPA) is a government statutory body established by Ordinance 15 of 2007 to manage the TCI's seaports. It commenced operations in January 2008.

The functions of TCIPA are shown in section 5 of the Turks and Caicos Islands Ports Authority Ordinance (2008). They are very expansive and include, *inter alia*:

- a. general management and control of ports;
- b. establishment and control of lighthouses and day markers
- c. establishment and control of berths within ports;
- d. provision, maintenance and control of cranes, rafts, trucks launches, bollards and other machinery, apparatus, tackle and gear used in ports and territorial water for securing, loading, unloading and maintenance of vessels
- e. establishment, maintenance and control of transit sheds and other buildings in ports;
- f. general supervision and control of territorial water and of vessels and wrecks therein;
- g. loading and unloading of vessels in ports
- h. regulation and control of merchant shipping; and advising the government on matters related to ports, merchant shipping and marine pollution prevention and control.

Ports in the TCI operate in conformity with international conventions and codes such as SOLAS, STCW, MARPOL and Port Marine Safety Code. The International Ship and Port Facility Security (ISPS) Code which is an annex to SOLAS is the main code affecting port operations. The Merchant Shipping (Ship and Port Facility Security) Regulations 2004, which is consistent with the ISPS Code sets the framework for port security in the TCI.

The work plan of the Ports Authority is influenced by international conventions and codes, which are enacted by local legislation and other national legislation. Some of the key legislation, include:

- Merchant Shipping Ordinance (2004)
- Merchant Shipping (Ship and Port Facility Security) Regulations 2004.
- Transient Vessels Ordinance (2009)
- Marine Pollution Ordinance (2010)

Port Security is operationalized through implementation of staff training programs, drills and exercises, based on port security assessments and plans. The Ports are subject to periodic security audits to verify compliance with the ISPS Code. Ports in the TCI are currently compliant with the ISPS Code.

The TCIPA operates three (3) ports on Providenciales, Grand Turk and South Caicos. Small community ports are also located on North Caicos and Salt Cay. The ports on Grand Turk and Providenciales are operated as 'landlord ports' due to stevedoring services being contracted to a private sector company, which own and maintain all stevedoring equipment. South Caicos port is operated as a 'public port'. The Ports Authority is responsible for all aspects of port operations. The three major ports are compliant with the ISPS Code and have Port Facility Security Plans in place. The ports have facilities or appropriate arrangements are in place to enable the discharge of government functions (such as customs and immigration). TCIPA has an approved staff complement of 58; divided between administrative (10) security staff (48). The major of staff are based at South Dock, Providenciales.

Collaborative working relationships exist with key government departments active in the maritime sector. No pilotage, towage or dredging services are provided by TCIPA. Regular port performance statistics are available.



1.2 National Development Context



Ports facilitate international trade and commercial relations between nation states. Efficient and effective ports facilitate the growth and development of the tourism and construction sectors, and support lowering of the cost of living and doing business in the Turks and Caicos Islands (TCI). Ports also support sustainable livelihoods and employment opportunities in the TCI. Domestic ports also support safe transport of domestic cargo, agriculture products and residents and tourists (spreading the benefits of tourism). Domestic ferries also support travel for social and cultural functions, and health, education and social services in the Caicos Islands.

The Ports Authority is currently positioned under the Ministry of Finance, Investment and Trade and reports on its activities to the Minister of Finance (in accordance with an annual Sponsorship Letter). Effective accountability, financial policies and oversight arrangements are in place. The TCIPA is managed to support the TCI's overall development objectives. In terms of the national development plan (Vision 2040), the Ports Authority's operations support attainment of Sustainable Development Dimension 1 (SDD1) - High national income and wealth. Among the Necessary Conditions (NC) for achieve SDD1 is NC 1.6 –Adequate Infrastructure (transportations, roads, ports, electricity, water and telecommunications)

Vision 2040 notes that “our infrastructure must be world-class by 2040” (page 23) and “we must significantly enhance our seaport infrastructure to facilitate greater efficiency of international trade which will in turn contribute to greater business competitiveness and diversity” (page 25).

In this regard, the Medium Term Development Strategy (page 37) states:

“with respect to the three main sea ports (those at Providenciales, Grand Turk and South Caicos), efforts will be undertaken to commence the rehabilitation, modernization and expansion work in line with the Transport Infrastructure Master Plan or a port development plan... Such actions will contribute to improving the operational and cost efficiency, capacity and security of the ports. This action will be led by the Ports Authority.”



Hurricane damage at South Dock, Grand Turk

1.3. Situation analysis and Emerging Issues

The TCI's port infrastructure and assets need to be developed to support prosperity and sustainable livelihoods throughout the TCI. Without this, ports can become a drag to planned developments in the Islands.

There have been no major investments in port infrastructure in the TCI in the last 25 years. The TCI's ports are reaching the end of their economic life. Limited preventative maintenance have been implemented. This further reduces the life cycle of infrastructure and exacerbates safety risks. Furthermore, the TCI Ports System sustained major damaged during hurricanes in September 2017.



Ports Stakeholder meeting on redevelopment of South Dock, Provo

The poor physical condition of port container yards, due to absence of effective maintenance plans, exacerbate safety risks. In line with economic growth in the TCI, there has been an increase in shipping to the TCI. During 2015 to 2018, average annual container throughput was about 20,000. There was a commensurate increase in ship calls by international vessels.

A recent study commissioned by TCIPA, forecasts sustained increase in container throughput in the near term. The study forecast increase in imported reefer, ISO tanks and bulk care and heavy equipment. Increase in imports would exacerbate existing operational safety risks and hazards at the TCI's port. To address the infrastructure challenges and gaps, TCIPA launched a Medium Term Infrastructure Investment Plan in 2017. Consistent with this Plan, TCIPA recently completed a consultancy for the Redevelopment and Modernization of South Dock, Providenciales; and commenced implementation and or appraisal for major infrastructure ports on Grand Turk and South Caicos. These projects are being designed to meet the long term infrastructure needs of these islands.

Furthermore, there would likely be increased utilization of sophisticated stevedoring equipment to keep up with increasing imports. This will increase demand for revision of equipment safety procedures and introduction of preventive equipment maintenance plans to reduce safety risks and minimize down-time due to mechanical failure. TCIPA would also have to increase its capacity to regulate the safety operations of the private stevedore company.

TCIPA is a self-supporting entity, which transmits net revenue to Turks and Caicos Islands Government (TCIG). The support and approval of TCIG is required for capital projects. TCIPA is increasing its capital projects absorptive capacity. However, there are still delays in project appraisals and procurement which must be overcome. TCIPA would continue to be dependent on outside technical expertise in the short-run. However, as the absorption of capital projects increase, it would be advantageous to develop in-house capacity to lead on small projects, particularly preventative maintenance programs.

Port Security is dynamic, due to emerging threats. Ports have to be attentive to changing security trends. This calls for constant reviewing of security policies, procedures and ongoing staff training and capacity building to develop competencies for the new security environment.

Ports are located on the coast. Ports and shipping operations can have positive and negative impacts on the environment. This notwithstanding, TCIPA has limited staff capacity in place to deal with potential impacts such as oil or chemical spills or accidents involving dangerous goods. There have been no investment in safety response equipment. Increasing shipping to the TCI also have implication for crew welfare. TCIPA's staff training and development plans have to evolve to take cognizance of MARPOL, STCW and other relevant IMO Codes such as Port Marine Safety Code.

Going forward major infrastructure needs to be more resilient, taking into consideration the potential impact of climate change (coastal erosion, increased frequency of severe weather conditions and flooding). Due consideration also needs to be paid to energy conservation and reducing the climate footprint of ports by developing and pursuing green port solutions (undertaking energy audits, use of more efficient light, appliances and consideration of renewable energy) to reduce costs.



Technological developments and innovation are changing the way ports operate – improving efficiency, as well as better measuring of port performance and simplifying processes and reducing transaction costs and time. Currently, TCIPA deploys limited technology in its operations. As ports are developed to support the prosperity of the TCI, TCIPA has to develop and implement a technology policy in order to effectively address its needs in this area.



Arrival of Rotary Drill at South Dock, Provo for the Ritz Carlton Project

1.4. Opportunities:

TCIG is currently preparing a Vision 2040 and Medium Term Development Strategy 2017-2020. Vision 2040 reflects the broad strategic considerations that are to guide the development of strategic plans of line ministries, departments and other public sector agencies. This Strategic Plan is fully aligned with the Vision 2040 and the MTDS 2017-2020. Vision 2040 notes that “our infrastructure must be world-class by 2040” (page 23) and “we must significantly enhance our seaport infrastructure to facilitate greater efficiency of international trade which will in turn contribute to greater business competitiveness and diversity” (page 25).

Major sectoral planning documents are currently being reviewed and updated. TCIPA recently completed a consultancy for the Redevelopment and Modernization of South Dock, Providenciales, within a 20-year planning horizon. The government through a grant from the Caribbean Development Bank, is in the process of retaining the services of a transport consultant to prepare a Transport Investment Master Plan (TIMP) for the TCI. This would involve stakeholder consultations and review of existing transport sector plans to develop a prioritized evidence based master plan for consistent investments in all transport modes (land, sea and air). The construction of the proposed ‘spine link’ road in the Caicos Islands would also have implications for the planning of major ports infrastructure.

This document is an update of an earlier TCIPA strategic plan. Several sector plans such as (Ports Master Plan (circa 1995) and Transport Sector Plan (circa 2012) are in place, subject to revision to take cognizance of emerging issues and national development plans.

The TCI is currently preparing for a Coastal State Audit by the International Maritime Organization (IMO) during mid-2020. This presents an opportunity to review adherence to codes and conventions governing the TCI’s international obligations in the maritime sector to ensure national protocols and procedure are in place, and are working effectively. TCIPA is working collaboratively with government departments operating in maritime sector in preparing for the upcoming audit.

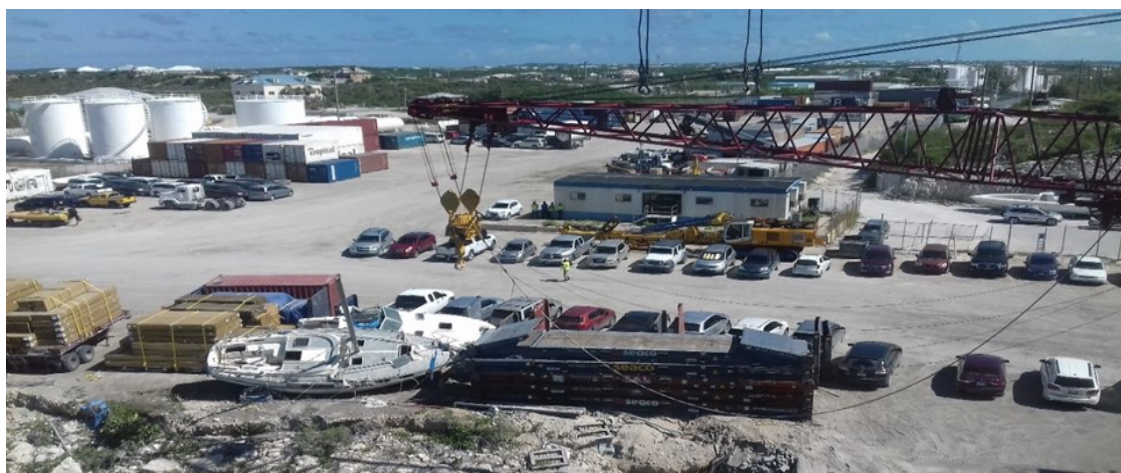
¹TCIPAs’s Strategic Plan, Ports Master Plan, circa 1995 and Transport Sector Policy, circa 2007



There are opportunities (such as transshipment and yachting) associated with TCI's geographic location which needs to be assessed. Draft restrictions at the port on Providenciales is already resulting in cargo on larger vessels being diverted to Grand Turk for later transshipment to Providenciales on smaller feeder vessels.

1.5. SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> ⇒ ISPS compliant ports/ security audit recently completed ⇒ Natural deep water harbors (XSC/GDT) ⇒ Good port and shipping statistics ⇒ Memberships in regional and international shipping associations ⇒ Infrastructure redevelopment Plans being prepared ⇒ Intensive social media and marketing efforts of Ports locally and regionally ⇒ Stable stevedoring arrangements in place 	<ul style="list-style-type: none"> ⇒ Aging/deteriorating infrastructure ⇒ Protracted decision making process ⇒ Absence of marketing plan and budget ⇒ Poor maintenance practices (absence of maintenance plans) ⇒ Wide mandate/ too security centric ⇒ Absence of Regulations in key areas of responsibilities ⇒ Absence of container scanning devices.
Opportunities	Threats
<ul style="list-style-type: none"> ⇒ Growing and stable economy ⇒ National development plan and vision are being developed ⇒ Supportive Government policies ⇒ Increased training budgets ⇒ Strategic geographic location of country ⇒ Comprehensive Port Authority legislation ⇒ Good stakeholder relations and collaboration framework in place 	<ul style="list-style-type: none"> ⇒ Complex administrative arrangements ⇒ Functions too broad, given available capacity ⇒ Located in the hurricane zone ⇒ Stringent environmental regulations ⇒ Legacy contractual arrangements ⇒ Absence of port efficiency benchmarks



South Dock, Provo from MW/Tropic Freedom

2. Current Work Plan/ Responses



Construction of new Security Gatehouse, South Dock, Provo

The work plans of the Ports Authority is currently focused on rehabilitation of ports infrastructure and assets to restore normalcy and compliance with key security codes following hurricanes which took place in September 2017. It is anticipated that these projects would be completed by the middle of 2019. Rebuilding would incorporate resilient building practices.

Priority is being accorded to working along with the Ministry of Finance to clarify financial provisions within the Ports Authority Ordinance and to agreeing sustainable financing strategies for the Ports Authority to finance major infrastructure throughout the ports system to support prosperity on all the Islands of the TCI. The results of this collaboration would be taken forward during the period of the strategic plan.

An external port security audit was completed by the UK Department for Transport in December 2018. The security work plans and training programs are being informed by the results of this audit. The Ports Authority recently trained and certified twelve (12) staff trainers who would lead on staff training and staff capacity development programs, which would also be supplemented by overseas

training and attachment in critical areas.

Notwithstanding the prioritization of post-hurricane rehabilitation works, effort was made to further implementation of the Ports Authority's Medium Term Infrastructure Investment. Accordingly, several strategic projects commenced on all islands. A consultancy was completed to guide the redevelopment and modernization of South Dock, Providenciales within a Twenty 20-Year Planning framework. These projects would continue during the period of this strategic plan to support prosperity throughout the TCI.

In line with rehabilitation and expansion of port assets, effort is turning to increasing maintenance programs. In the long run this would be cost effective by extending the life cycle of port assets and reducing the opportunity cost of having to implement capital projects.



Efforts to increase awareness of the role ports play in national development have been enhanced. These will continue. The Ports Authority is a member of the Steering Committee for the upcoming Ports State Audit, along with other maritime sector stakeholders. Efforts to facilitate the formation of Ports Stakeholder Committee are ongoing. Stakeholder relations and consultation are being enhanced. An Annual General meeting was held for the first time in June 2018.

2.2 Strategic Priorities for the Strategic Plan period

Based on existing work plans, challenges and opportunities; the following priorities have been identified for the period of the new Strategic Plan:

1. Maintain compliance with international security and conventions and codes and good practice
2. Enhance port safety 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. Encourage an internal Ports culture of learning for personal development and growth
6. Minimize environmental impacts from shipping and port related activities



3. Principles, Goals and Objectives



Importation of break bulk cargo at South Dock, Provo

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 TCI.

Values

Efficiency, Responsiveness, Professionalism, Integrity, Accountability.

Goals/ Strategic objectives

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



4. Results and Performance Framework

Goal/ Strategic Objective 1: *Secure Ports* - Ports complied with international security conventions and codes to protect the reputation of TCI.

Statement

Secure ports ensure that shipping services on which the Turks and Caicos Islands depend are not disrupted. The international security environment is dynamic with incipient threats. The Ports Authority is committed to ensuring ports plans and procedures and staff capacity are developed in a proactive manner cognizant of new security threats.

Main Actions/Activities	Key Performance Indicators	Means of Verification
Result 1.1 Security plans and procedures enforced and address emerging threats		
1) Review and revise Port Facility Security Plans (PFSP), based on current DFT templates.	Annual review of each PFSP	Revisions approved by UK/DTT (ports have valid certificates)
2) Facilitate regular Port Security Committee Meetings	Number of meetings held	Meeting Minutes
3) Facilitate independent port security audits	Number of Audits undertaken, at least every 2 years	Audit Reports and follow up action plan
4) Prepare and enforce Standard Operating Procedures for key aspects of PFSPs (restricted area, pass, crowd control, temporary restricted areas, freight securing, ship stores and crew, dangerous goods, etc)	Number of SOPs approved	Revisions approved by Board/ DFT (as necessary)
5) Review and update Standard Operating Procedures	Number of reviews, at least twice per year	Reports and revised SOP available for inspection
Result 1.2 Improved skills and knowledge of ISPS Code, relevant international conventions and legislation among security staff and port workers		
1) Prepare staff development plans following DFT/ IMO guidelines and annual appraisals	Number of training, drills, exercises during each year	Updated staff training records/ staff certification
2) Implement periodic awareness training for non-security staff and port workers	Number of certified staff	
3) Improve staff working environment	# of training session held per year	Training records
	Number of projects implemented	Budgets

Result 1.3. Compliant Communication and Information systems in place		
1) Prepare communication protocols and procedures for PAN, DOC, ship & port links, alerts, etc. consistent with revised PFSP and ISPS Code	Revised protocols approved by December each year	Approved protocol and related reports and records
2) Prepare Information Management Policy (including cybersecurity) and an Implementation Plan, consistent PFSP and national legislation	Prepare policy by December 2019 Electronic System in place by September 2021	Board Minutes, records from tests undertaken
3) Assess communication equipment needs, including satellite communications, in line with emergent national plans	Complete annual review by December of each year	Procurement records
4) Revise port evacuation/contingency plans and procedures, consistent with PFSP and National disaster plans	Plans prepared by end December of each year	Records from drills and training



Staff Security Training Session, October 2018



Goal/ Strategic Objective 2: *Safe ports* - Enhance safety of port workers and visitors to ports, protect the environment and improve safety of navigation

Statement

Port safety complements port security. Increasing shipping services and imports have implications for the safety of port workers, visitors to the ports and protection of the environment. It also has implications for port zoning and operational efficiency. During the period of this Strategic Plan, the Ports Authority will place greater emphasis on port safety and minimizing environment impact risks from shipping and related activities as we move toward full compliance with the IMO's Port Marine Safety Code.

Main Actions/Activities	Key Performance Indicators	Means of Verification
Results 2.1 Effective Port safety culture program entrenched throughout the ports system, consistent with Port Marine Safety Code and good internationally recommended practice.		
1) Review and update occupational health and safety standards (enforce PPE, port safety zones, maintain safety apparatus)	Updated standards approved by Board by December 2019	Board Minutes
2) Prepare and enforce a safety checklist for vehicles accessing ports, in collaboration with law enforcement officials	Joint-safety workshop held by September 2019 and Checklist approved by December 2019	Workshop report Board Minute
3) Agree and enforce standard Operating Procedures and KPIs for the stevedoring service, in collaboration with Provo Stevedoring LTD	SPOs and KPIs agreed by March 2020	Signed SOP and KPIs document
4) Develop and enforce standard Operating Procedures for dock conditions before and after berthing of vessels	SOPs agreed by October 2019	Port enforcement reports
5) Develop and implement SOPs for management of non-compliant vessels and berthing of illegal vessels under law enforcement escort	SOPs agreed by March 2020	Port reports
6) Build staff safety awareness and enforcement capability (including strengthening safety staff levels)	Number of training opportunities provided	Staff training records Proposal for development of safety division



Result 2.2 Increased compliance with international obligations and local legislation to ensure safety of navigation

1) Upgrade and maintain Aids to Navigation (ATONs)	New ATONs commissioned by September 2019; Maintenance contract in place by December 2019	Project tender documents and progress reports Publish reports on status of ATONs
2) Undertake periodic hydrographic surveys to improve navigability in ports and shipping channels	Call-out contract for service in place by March 2020	Project progress reports Signed maintenance contract
3) Prepare port maintenance dredging plans, consistent with EIA and other legal requirements	Plan approved by March 2021	Documents from project meetings
4) Develop procedures for ship safety in TCI territorial waters, consistent with national plans	SOP approved and test by September 2020	Results from drills
5) Prioritize and formulate Regulations under section 20 of the Ports Authority Ordinance, with support from Attorney General's Chambers	Annual work plan agreed by April of each year	Copies of Regulations approved by Cabinet

Result 2.3 Reduced adverse impacts on the environment from shipping and port related activities

1) Develop and enforce policies and procedures for pumping of fuel at night in accordance with environmental regulation and good practice	Policy and procedures in agreed by end September 2019	Signed SOP Enforcement records
2) Prepare SOPs for management and control HAZMET Areas	SOP agreed by end of October 2019	Board meeting minutes
3) Adopt safety arrangements for management of fuel line traversing port in accordance with good international practice	Safety arrangements agreed by September 2019	Safety reports
4) Agree and enforce standard Operating Procedures ship to shore fuel transfer, in collaboration with fuel companies	SOPs agreed by September 2019	Operations reports/ logs
5) Prepare chemical spills plans and standard Operating Procedures (SOPs) for each port	Plan & SOP approved by October 2019	Board approval
6) Prepare and implement vessel aground policy to minimize environmental impacts and loss of life	Policy approved by Board by March 2020	Board meeting minutes Operations reports/ logs
7) Prepare oil spill plans, linked to National Oil Spill Plan, as a prevention and control measure	Plan approved by end of September 2020	Results and records from drills and exercises

Goal/ Strategic Objective 3: *Resilient ports* - Develop port infrastructure based on sound economic appraisals and empirical information



Statement

The Ports Authority is planning to rehabilitate and expand port infrastructure during the planning period to support developments on all Islands of the TCI. Commensurate with this, adequate preventative maintenance arrangements would be implemented.

Main Actions/ Activities	Key Performance Indicators	Means of Verification
Results 3.1 Ports infrastructure developed in a strategic and sustainable manner		
<ol style="list-style-type: none"> 1) Prepare indicative development plans for all ports, including port draining and wastewater management systems [embracing renewable energy and climate change considerations] 2) Prioritize and agree funding arrangements for indicative development plans for all ports (update Medium Term Infrastructure Investment Plan) 3) Secure funding to Implement agreed recommendations of South Dock, Providenciales Redevelopment and modernization project 4) Assess options to procure, operate and maintain port container scanners, in collaboration with key stakeholders 	<p>Plans approved by end of March 2020</p> <p>Priority projects reflected in annual budget</p> <p>Funding arrangements completed by end September 2019</p> <p>Complete options report by March 2021</p>	<p>Annual Budget</p> <p>Approved budgets</p> <p>Signed Finance Agreement</p> <p>Options plan approved by Cabinet</p>
Result 3.2 Effective maintenance of port infrastructure, superstructure and assets		
<ol style="list-style-type: none"> 1) Update port assets register on a regular basis 2) Prepare and implement preventative maintenance plans for all assets based on good practice and manufacturers recommendations 3) Assess labor supply options to carry out maintenance, including call-out contracts and establishing a maintenance division 4) Prepare port maintenance dredging plans, consistent with EIAs and legal requirements 5) Assess option to insure port buildings and other physical assets 	<p>Register updated at end of each month</p> <p>Plans prepared and approved by end of December 2019</p> <p>Call out contracts approved by end of June 2019; Report on maintenance division assessment by March 2021</p> <p>Plans prepared by end of March 2020</p> <p>Options Report prepared by September 2019</p>	<p>Signed and date copy of Register</p> <p>Increased preventative maintenance budget allocation; Records of maintenance carried out</p> <p>Signed call-out contracts Assessment Report</p> <p>Signed maintenance dredging contracts</p> <p>Board resolution/ Cabinet approval</p>



Stevedoring operations, South Dock, Grand Turk



Goal/ Strategic Objective 4: *Self-supporting ports* - Develop sustainable finance and human resources frameworks

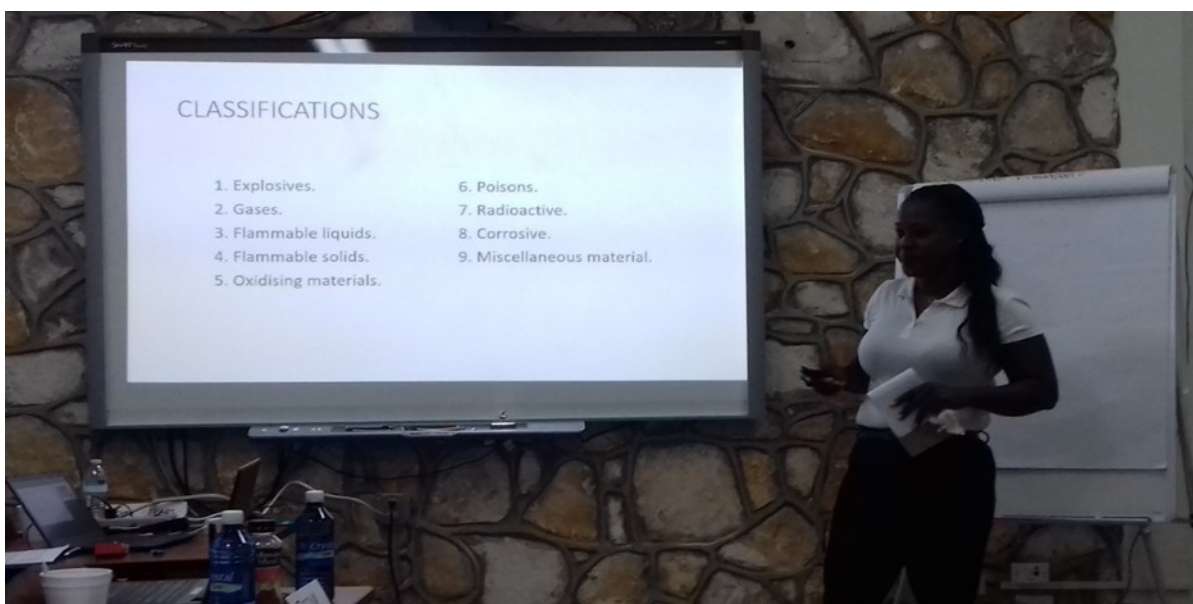
Statement

During the period of this Plan, the Ports Authority will implement revenue strategies to ensure resources are in a place to implement key initiatives. Efforts to enhance budgeting, reporting and accountability would continue. Human resource management systems and procedures would be reviewed to build staff capacity, promote professional development and improve job satisfaction.

Main Actions/Activities	Key Performance Indicators	Means of Verification
Result 4.1 Revenue strategies implemented to support funding of priority projects and initiatives		
1) Facilitate a review and revision of financial provisions in Ports Authority Ordinance (clarifying net-revenue retention, reserve fund, capital projects, etc).	<ul style="list-style-type: none"> Amended Ports Authority Ordinance, approved by House of Assembly by September 2020 	<ul style="list-style-type: none"> Outcomes/ Notes from meetings with Ministry of Finance Records of House of Assembly
2) Review tariff, fees and charges taking into consideration efficiency gain from port redevelopment and modernization plans	<ul style="list-style-type: none"> Revenue Strategy approved by Board and Ministry of Finance by March 2022 	<ul style="list-style-type: none"> Board Meeting Resolutions Approval letter from Minister of Finance
3) Undertake port efficiency study	<ul style="list-style-type: none"> Port benchmarks approved by March 2021, 	<ul style="list-style-type: none"> Port efficiency reports sent to Board
4) Assess stevedoring service options	<ul style="list-style-type: none"> Options Assessment report completed by April 2022 	<ul style="list-style-type: none"> Board Meeting Resolution
Result 4.2 Budgets prepared and approved in accordance with international accounting standards		
1) Train staff in budget preparation methodologies/ techniques	<ul style="list-style-type: none"> Number of Staff training sessions Number of internal budget meeting reports 	<ul style="list-style-type: none"> Reports from training sessions Internal budget/ financial reports
2) Facilitate regular meetings of the Finance Committee of the Board	<ul style="list-style-type: none"> Number of Finance Committee meetings held 	<ul style="list-style-type: none"> Reports from Finance Committee Meeting presented to the full Board
Result 4.3: Financial Reports prepared in accordance with international financial and audit standards		
1) Prepare regular financial reports	<ul style="list-style-type: none"> Number of financial reports sent to Ministry of Finance and Board of Directors 	<ul style="list-style-type: none"> Monthly and quarterly Reports
2) Prepare action plan (s) to take forward observations Annual Audit Reports	<ul style="list-style-type: none"> Action Plan approved within 3 months of completion of audits 	<ul style="list-style-type: none"> Progress reports sent to Board

Result 4.4: HR systems support staff capacity development and job satisfaction

1) Undertake annual employee job satisfaction survey	<ul style="list-style-type: none"> • Annual survey completed by September of each, starting in 2019 	<ul style="list-style-type: none"> • Published survey results
2) Review job classification/ remunerations to enhance productivity and staff retention	<ul style="list-style-type: none"> • Complete exercise by October 2019 	<ul style="list-style-type: none"> • Board and MOF Approval
3) Prepare annual training plans to support professional/ capacity development	<ul style="list-style-type: none"> • Training plan evaluated and revised in December each 	<ul style="list-style-type: none"> • Review reports and budget document
4) Revise Staff Policies & Procedures	<ul style="list-style-type: none"> • Revised procedures every 2 year, next revision by March 2022 	<ul style="list-style-type: none"> • Board and MOF approval
5) Review organizational structure, taking into consideration redevelopment project and greater emphasis on port safety	<ul style="list-style-type: none"> • New Organizational structure approved by Board and MOF by March 2022 	<ul style="list-style-type: none"> • Board and MOF approval document



Security Supervisor S. Walkin presenting at Train the trainer workshop



Goal/ Strategic Objective 5 - Partnerships and Collaboration - Collaborate with stakeholders to increase awareness of importance of maritime sector and develop new business opportunities.

Statement

The Ports Authority will consolidate recent gains in the area of public awareness and seek to promote new business opportunities in support of employment creation and revenue generation.

Main Actions/Activities	Key Performance Indicator	Means of Verification
Results 5.1. Effective Stakeholder consultation arrangements in place		
1) Host Annual General Meeting	Arrange Annual General Meeting during 1st quarter of each financial year	Report/ publicity from Annual General Meeting
2) Facilitate formation of stakeholders' committee	Stakeholder comment established by June 2019	Signed stakeholder committee charter
3) Consult stakeholders on TCIPA's initiatives	Number of consultation meetings held	Reports and Action plans from stakeholder meetings
4) Introduce stakeholder/ customer satisfaction surveys	Survey instrument formulated and first survey completed by June 2020	Analysis/ survey report
Result 5.2. Public Information and awareness program operational		
1) Prepare regular press releases on TCIPA initiatives	Number of press release issues	Press release on record
2) Develop social media platforms	Social media platforms kept up to date	
3) Collaborate with stakeholders on sector awareness programs	Number of joint awareness programs undertaken	Publicity, action plans
4) Develop good corporate/ community citizenship policy	Policy approved by Board by September 2020	Report community initiative supported
Result 5.3 New business opportunities promoted (linked to trade facilitation and blue economy)		
1) Develop a port marketing strategy/ prospectus	Strategy approved by Board by March 2021	Board Meeting Minutes
2) Develop a strategy to encourage visits by small pleasure crafts/ small cruise ships to South Dock and Town center pier on Grand Turk, Salt Cay, North Caicos & South Caicos, in collaboration with industry partners	Strategy approved by October 2020	Board Meeting Minutes
3) Develop a policy paper to facilitate private sector interest in promoting transshipment in the TCI	Strategy approved by September 2022	Board Meeting Minutes



Maiden voyage of MV Tropic Freedom to Grand Turk



First Annual World Maritime Day Observances, September 2018



5. Risk and Mitigation

All activities in this Plan will involve risk that could compromise the achievement of the goals/ strategic objectives and reduce impact of the results. TCIPA manages the risks identified when conducting activities in order to: i) increase the likelihood of achieving desired results; ii) improve confidence in the credibility of the plan and iii) improve operational effectiveness and efficiency. The key risks and mitigation measures are shown in the table below:

Risk area	Impact	Score	Risk mitigation strategy
<p>Strategic:</p> <p>Strategic objectives and results are not achieved</p>	<p>Limitations in ports system adversely affects achievement of national development goals in TCI</p>	Moderate	<ul style="list-style-type: none"> Use best available information to formulate plans; Project/programmes are implemented by adequate staff and through partnerships; Monitoring and Evaluation in place to monitor progress and measure impact
<p>Reputational</p> <p>Bad reputation</p>	<p>Ports do not comply with international conventions and codes</p>	Moderate	<ul style="list-style-type: none"> Update port plans and procedures to conform with international conventions and code and results from audits Introduce 'independent' internal audits
<p>Financial</p> <p>Dependence on a few revenue sources;</p> <p>Major capital investment required in the medium term to rebuild port infrastructure;</p> <p>Credit risk</p>	<p>TCIPA is not able to implement major infrastructure projects and capacity building initiatives to maximize port contribution to prosperity in the TCI</p> <p>Dependence on a few agents/ challenge with containing receivable within acceptable limits</p>	High	<ul style="list-style-type: none"> Assess and introduce new revenue opportunities, as port service delivery and efficiency improves; Maintain effective relationships with Ministry of Finance through regular dialogue and communication on critical financial issues Enforce requirement to have indemnity bonds in place to carryout transactions with TCIPA



<p>Operational</p> <p>Staff and management systems are inadequate</p> <p>Inadequate technical resources</p>	<p>TCIPA does not have adequate human resources to assist with implementation of objectives and achieve results</p> <p>Absence of technical resources to design and supervise project resulting delays during appraisal and implementation and cost overruns</p>	<p>Moderate</p> <p>High</p>	<ul style="list-style-type: none"> • Ensure HR systems and procedures and training plans are in place, implemented and monitored • Build staff capacity through regular training and drills (and exercises) to improve staff performance and job satisfaction. • Review organizations structure to enable timely introduction of new positions, as justified. • Engage technical staff based on needs assessment and enter in framework contracts for major projects.
<p>External factors</p> <p>Activities are compromised by lack of political buy-in</p> <p>Increased occurrence of natural disasters affect stability of finances and damage or destroy port infrastructure</p>	<p>Absence of buy-in or priority changes due to emerging issues limits TCIPA's ability to implement critical programs and initiatives</p> <p>Disruption of shipping service due to damage and/ or loss of port of assets and infrastructure affect port operations financial systems (bills and revenue collection delayed/ decline in income)</p>	<p>Moderate</p> <p>High</p>	<ul style="list-style-type: none"> • Align TCIPA Plans to National Development Goals (Vision2040); • Regular monitoring and reporting on results and achievements through public awareness/ visibility programs. • Improve resilience of port infrastructure, through preventative maintenance and robust building standards; • Back up financial records; and establish and maintain port Contingency Reserve Fund and insure key assets.



6. Monitoring, Evaluation and Learning

The Ports Authority prepares results and output indicators for its activities and to capture the efficiency of its utilization of resources. These are captured in the annual budget. During the year activities are monitored by staff. Progress on attaining performance indicators would be included in periodic reports, which are sent to the Ministry of Finance. Additionally, the annual financial audit would provide an independent assessment of value for money and efficiency of resource utilization.

KEY PERFORMANCE INDICATORS	2018/19 Outturn	2019/20 Target	2019/20 Target	2020/21 Target
Output Indicators (the quantity of output or services delivered)				
No inter-Island TEUs facilitated by the ports system	246	205	210	215
No Transship (GDT x PLS) Containers processed	390	390	390	390
Number of drills and training opportunities provided to increase staff awareness of port safety and security conventions, codes, regulations and procedures	10	19	18	20
Number of training programs offered to improve staff performance and satisfaction and increase compliance with staff policies and procedures	18	18	17	20
Financial reports produced in a timely manner consistent with Generally Accepted Accounting Principles	16	16	16	16
Number of compliant vessels cleared to enter ports in accordance with international codes and conventions	568	589	604	619
Number of TEUs processed to ensure timely and least cost delivery to port customers	18,852	19,613	20,104	20,606
No of local vessels cleared to enter the ports	177	177	182	186
Outcome Indicators (the planned or achieved outcomes or impacts and/or effectiveness in achieving objectives)				
Improve safety (% of security inspections and audits passed).	None during the year	100%	100%	100%
Employee job satisfaction (% based on job satisfaction surveys)	None during the year	60%	70%	80%
Improve Port security (% of Security Audits passed)	100%	100%	100%	100%
Increase accuracy of financial reports (% reduction in level of audit queries).	N/A	20%	5%	5%

The Ports Authority's compliance with international conventions and codes, particularly the International Ship and Port Facility Security [ISPS] Code would continue to be subject to outside audit by the UK Department for Transport. It is anticipated that the United States Coast Guard would also independently audit port security. The Ports Authority is contemplating strengthening its internal audit function to evaluate progress on complying with international conventions and codes in advance of outside audits. Observations and recommendations from audit would be incorporated in future work plans.

The Ports Authority participates in international conferences and workshops through its membership in Port Management Association of the Caribbean (PMAC) and American Association Port Authorities (AAPA). This present opportunities to learn from the experiences of neighboring ports and good recommended practices. The results from participation in these workshops and conferences are incorporated in further work plans.



7. Financial Management, Resources and Reporting

Financial management - Part III of the Ports Authority Ordinance relates to financial management matters, section 12(4) deals with preparation of the budget, for approval by the House of Assembly. The Ports Authority aims to fully comply with financial management provisions of its Ordinance during the duration of the Strategic Plan.

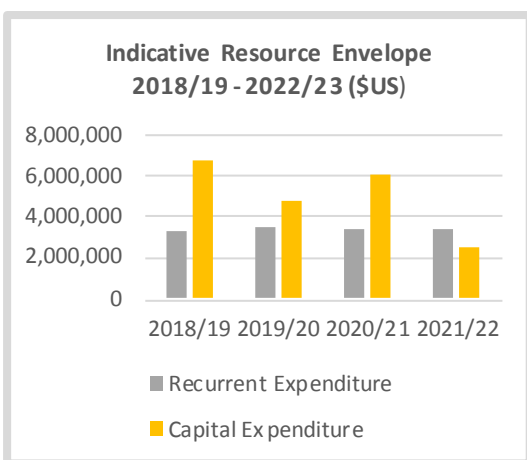
Key government ordinances and regulations which affect operations of the TCIPA are:

1. Public Financial Management Ordinance 2012 [PFMO 2012], Part VII deals with control and audit of funds of statutory bodies;
 - Section 51(1) requires statutory boards to manage their finances in accordance with the PFMO 2012 notwithstanding any other ordinance (including the Ports Authority Ordinance)
 - Section 52 (2) of the PFMO 2012 requires prior approval of the Governor for new policies, projects and procedures being considered by statutory bodies
2. The Public Procurement Ordinance 2012 [PPO 2012] outlines the procurement process to be followed by government entities.

The financial management of TCIPA would conform to the government's fiscal strategies (Fiscal and Strategic Policy Statement [FSPS]). The components of the FSPS which relate the TCIPA are: improved fiscal management, revenue enhancement and limiting public debt. The Ports Authority would engage fully with the Ministry of Finance to make inputs to the FSPS on issues related to development of the ports system.

The government's management requirements from statutory bodies are outlined in annual Sponsorship Letters, which are issued by the respective Minister. In the case of the Ports Authority the government prioritizes improving financial reporting and developing new revenue streams. The Ports Authority aims to fully comply with the Sponsorship Letters, which would be issued from time to time.

Work is ongoing to complete outstanding financial audit for the period 2015/16 to 2017/18. Efforts would be made to implement agreed recommendations, to improve accountability, in accordance with an action plan which would be prepared. The Ports Authority would also endeavor to ensure future audit are completed in accordance with the statutory requirements.



The Ports Authority has a Finance sub-committee of the Board, which considers and refers major financial policies such as the Annual Budget to full Board of Directors for final approval. Effort would be made to enhance the effectiveness of this sub-committee by hosting regular meetings and undertaking activities which builds its oversight responsibility.

Resources - The Ports Authority should record steady growth in revenue during the period of the Strategic Plan in line with the growth of the economy. As port modernization proceeds and efficiency improves new revenue streams would be assessed. The Ports Authority would be able to fully finance its recurrent expenditure plans, and would finance its capital development plans by retention of net-revenue, and limited borrowing. These are subject to approval by the government. Recurrent expenditure growth would be contained (focusing mainly on preventative maintenance. Capital expenditure would increase as port rehabilitation and modernization programs proceed.

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Reporting - The Board of Directors is required by the Ports Authority Ordinance to meet at least twelve (12) time per year. This would be the case during the period of the Strategic Plan. The Board would receive financial performance reports and updates on implementation of policy decisions and actions at its meeting. Accordingly, the Board of Directors, would receive regular reports on implementation of the Strategic Plan.



The Ports Authority submits quarterly financial reports to the Ministry of Finance.

The Ports Authority would also submit to the Ministry of Finance Summary Outcomes Documents from all of its meetings. Specific reports would be sent to the Ministry of Finance and approval would be sought on particular initiatives and components of the Strategic Plan.



Ports Authority Office, South Dock, Providenciales

Appendix 1: Summary Implementation Plan 2019-2022



Activity #	Action/ Activity Name	2019/20	2020/21	2021/22
TARGET END DATE				
Actions/Activities to achieve objective 1 - Secure Ports				
1.1.1	Review and revise Port Facility Security Plans (PFSP), based on current DFT templates	December	December	December
1.1.2	Facilitate regular Port Security Committee Meetings	April/Oct	April/Oct	April/Oct
1.1.3	Facilitate independent port security audits		June	
1.1.4	Review/Prepare and enforce Standard Operating Procedure for key aspects of PFSP (restricted area, pass, crowd control, temporary restricted areas, freight securing, ship stores and crew, dangerous goods, etc)	September	September	September
1.1.5	Review and update Standard Operating Procedures	Quarterly	Quarterly	Quarterly
1.2.1	Prepare staff development plans following DFT/ IMO guidelines and annual appraisals	July	July	July
1.2.2	Implement periodic awareness training for non-security staff and port work	June/Nov	May/Nov	May/Nov
1.2.3	Improve staff working environment	Continuous	Continuous	Continuous
1.3.1	Prepare communication protocols and procedures for PAN, DOC, ship & port links, alerts, etc consistent with revised PFSP and ISPS Code	December	December	December
1.3.2	Prepare Information Management Policy (including cybersecurity) and Implementation Plan, consistent PFSP and national legislation	December		September
1.3.3	Assess communication equipment needs in line with emergent national plans	December	December	December
1.3.4	Revise evacuation and contingency plans and procedures, consistent with PFSP and National disaster plans	December	December	December
Actions/Activities to achieve objective 2 - Safe Ports				
2.1.1	Review and update Occupational health and safety standards (enforce PPE, port safety zones, maintain safety apparatus)	December		
2.1.2	Prepare and enforce a safety check list for vehicles accessing ports, in collaboration with law enforcement officials	December		
2.1.3	Agree and enforce Standard Operating Procedures and KPIs for the stevedoring service, in collaboration with Provo Stevedoring LTD		March	
2.1.4	Develop and enforce Standard Operating Procedures for dock conditions before and after berthing of vessels	October		
2.1.5	Develop and implement SOP for management of non-compliant vessels and berthing of illegal vessels under law enforcement escort		March	
2.1.6	Build staff safety awareness and enforcement capacity (including increase safety staff)	Continuous	Continuous	Continuous
2.2.1	Upgrade and maintain Aids to Navigation (ATONs)	September		
2.2.2	Undertake periodic Hydrographic surveys to improve navigability in ports and shipping channels	December		



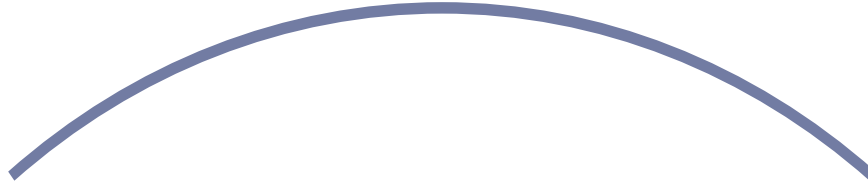
2.2.3	Prepare port maintenance dredging plans, consistent with EIA and other legal requirements			March
2.2.4	Development Standard Operating Procedures for ship safety in TCI territorial waters, consistent with national plans		March	
2.2.5	Prioritize and formulate Regulation under section 20 of the Ports Authority Ordinance, with support from AG Chamber	April	April	April
2.3.1	Develop and enforce policies and procedures for pumping of fuel at night in accordance with environmental regulation and good practice	September		
2.3.2	Prepare SOPs for management and control HAZMET Areas	October		
2.3.3	Adopt safety arrangements for management of fuel line traversing port in accordance with good international practice	September		
2.3.4	Agree and enforce Standard Operating Procedures ship to shore fuel transfer, in collaboration with fuel companies	September		
2.3.5	Prepare Chemical Spills Plans and Standard Operating Procedures (SOPs) for each port	October		
2.3.6	Prepare and implement vessel aground policy to minimize environmental impacts and loss of life		March	
2.3.7	Prepare Oil Spill Plans, linked to National Oil Spill Plan, as a prevention and control measure		September	
Actions/Activities to achieve objective 3 - Resilient Ports				
3.1.1	Prepare indicative development plans for all ports, including port draining and wastewater management systems [embracing renewable energy and climate change considerations]		March	
3.1.2	Prioritize and agree funding arrangements for indicative development plans for all ports	February	February	February
3.1.3	Secure funding to Implement agreed recommendations of South Dock, Providenciales Redevelopment and modernization project	September		
3.1.4	Assess options to procure, operate and maintain port security scanners in collaboration with key stakeholders			March
3.2.1	Update Port Assets Register on a regular basis	Monthly	Monthly	Monthly
3.2.2	Prepare preventative maintenance plans for all assets based on good practice and manufacturers recommendations	December	December	December
3.2.3	Assess labor supply options to carry out maintenance, including call-out contracts and establishing a maintenance division			March
3.2.4	Prepare port maintenance dredging plans, consistent with EIAs and legal requirements		February	
3.2.5	Assess option to insure port buildings and other physical assets	September		
Actions/Activities to achieve objective 4 - Self Supporting Ports				
4.1.1	Facilitate a review and revision of financial provisions in Ports Authority Ordinance		September	
4.1.2	Prepare revenue strategy taking into consideration efficiency gain from port redevelopment and modernization plans			March
4.1.3	Undertake a port efficiency study		March	
4.1.4	Assess Stevedoring Options			April
4.2.1	Train staff in budget preparation methodologies/ techniques	April	April	April
4.2.2	Facilitate regular meetings of the Finance Committee of the Board	April/Oct	April/Oct	April/Oct
4.3.1	Prepare regular financial reports	Quarterly	Quarterly	Quarterly



4.3.2	Prepare action plan (3) to take forward observations from Annual Audit Reports	May		
4.4.1	Undertake annual employee job satisfaction survey	September	September	September
4.4.2	Review job classification to enhance productivity and staff retention	September		
4.4.3	Prepare annual training plans	December	December	December
4.4.4	Revise Staff Policies & Procedures			March
4.4.5	Review organizational structure, taking into consideration redevelopment project and greater emphasis on port safety		March	

Actions/Activities to achieve objective 5 - Partnerships and Collaboration

5.1.1	Host Annual General Meeting	June	June	June
5.1.2	Facilitate formation of stakeholders committee	June		
5.1.3	Consult stakeholders on TCIPA's initiatives	Quarterly	Quarterly	Quarterly
5.1.4	Introduce customer satisfaction surveys		June	
5.2.1	Prepare regular press releases on TCIPA initiatives	Continuous	Continuous	Continuous
5.2.2	Develop social media platforms	Continuous	Continuous	Continuous
5.2.3	Collaborate with stakeholders on sector awareness programs	Continuous	Continuous	Continuous
5.2.4	Develop a corporate good citizen community policy		September	
5.3.1	Develop a port marketing strategy/ prospectus in conjunction with port stakeholders		March	
5.3.2	Develop a strategy to encourage visits by small pleasure crafts/ small cruise ships to South Dock and Town center pier on Grand Turk, Salt Cay, North Caicos & South Caicos, in collaboration with industry partners		October	
5.3.3	Develop a policy paper to facilitate private sector interest to promote transshipment in the TCI			September



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