



# ANNUAL REPORT

Ports Authority of the  
Turks and Caicos Islands

For the Year Ended March 31, 2023







# PORTS OF THE TURKS AND CAICOS ISLANDS



## 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.



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## BOARD OF DIRECTORS



Mr. Tueton Williams      Chairman  
Kesha Gardiner          Deputy Chair  
Pastor Dennis Swann      Director  
Mrs. Tracey Parker-Gray    Director

Mr. Crosly Bain          Director  
Mrs. Paula Myers        Secretary  
Mr. Delton Jones         Director



## BOARD OF DIRECTORS

Mr. Tueton Williams	Chairman
Kesha Gardiner	Deputy Chair
Pastor Dennis Swann	Director
Mrs. Tracey Parker-Gray	Director
Crosly Bain	Director
Mrs. Athenee Harvey-Basden	PS Finance
Mrs. Althea Simone Been	PS Immigration and Border Services
Mr. Gavin Thomas	Director of Public Works Department
Ms. Chawa Williams	Collector of Customs
Mrs. Paula Myers	Secretary
Mr. Delton Jones	Director

## COMMITTEES OF THE BOARD

### INFRASTRUCTURE COMMITTEE

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

### AUDIT AND FINANCE COMMITTEE

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

### HUMAN RESOURCE COMMITTEE

Director Chawa Williams	Chairman
Deputy Permanent Secretary Seymour	Member
Director of Ports	Member
Human Resource Manager	Member

## MANAGEMENT TEAM

Mr. Delton Jones	Director
Ms. Shawna Lewis	Deputy Director
Ms. Sarhea Rigby	Financial Controller
Mr. Dwayne Simons	Project Engineer
Ms. Paula Stewart	Business & Communications Manager
Ms. Dorothy Malcolm	Human Resources Manager
Mr. Dudley Been	Security & Risk Manager

## MANAGEMENT TEAM





# FACT SHEET 2022/23

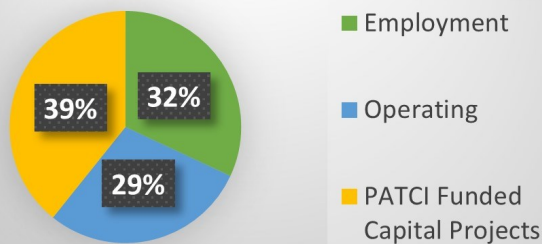
## HUMAN RESOURCES

Executive Team 7	New Employees 7
Administrative Team 8	Departing Employees 7
Frontline Services 36	Promotions 6
Wage Staff 5	Ten Year Anniversary 0

## STRATEGIC OBJECTIVES

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

## Actual Expenses FY 2022/23



## FINANCIAL ANALYSIS

	Budget 22/23	Unaudited Actual
Revenue	\$9,378,478	\$8,628,338
Total Expenditure	\$5,303,255	\$4,701,474
Operating Surplus	\$4,075,223	\$3,926,864
Capital Projects	\$5,034,000	\$3,154,701

## KEY STATISTICS FY 2022/23

**Number of Compliant Vessels 448**  
**Number of Non-Compliant Vessels 248**  
**Number of TEU's 41,035**  
**Total tonnage 670,037 tons**  
**Training Hours 787**  
**Key Performance Indicators 12**  
**Community Outreach Programs Initiatives 5**

## CAPITAL PROJECTS FY 2022/23

GRAND TURK	PROVIDENCIALES	SOUTH CAICOS
Refurbishment of Office Block	Redevelopment Phase I and II Office Block	Port Pavement Rehabilitation Project Dredging
NORTH CAICOS	OTHER	
Welcome Center Dredging	Security Vehicles	





## CHAIRMAN'S REPORT



Mr. Tueton Williams  
Chairman

As the new Chairman of the Board of Directors it is my pleasure to present the Annual Report for 2022/23.

The new Board of Directors began its term on October 1, 2022. Accordingly, I would like to thank former Chairman Urban Francis and the former Directors for steering the organization during the pandemic; and putting in place the new Strategic Plan - which is a good framework to continue the growth and transformation of the Ports Authority.

There has been a rebound in shipping, as the tourism and construction sectors have recovered and with that the economy has returned to a growth path. Accordingly, Ports Authority's revenue has approached pre-pandemic levels.

Early in our term, we presided over the commencement of the South Dock Redevelopment Project. We pledge to use this as a catalyst to continue the transformation of the Ports Authority. The organization will continue to prioritize

staff development, as we seek to build around existing staff who are motivated enough to embrace the opportunities that the transformation present.

Guided by the Strategic Plan, the Ports Authority's work plans rest on three pillars:

1. Staff development
2. Infrastructure Development
3. Introduction of modern systems and procedures

During 2022/23, we undertook several initiatives under these pillars, which will enhance the sustainability of the organization and optimize its contribution to the national development of the Turks and Caicos Islands.

An organizational restructuring exercise commenced, to have in place an effective structure which maximizes productivity and staff job satisfaction. Infrastructure projects were approved and are being implemented on all islands. A 5-year Sand Mining Licence was approved to ensure safe access to ports and channels. Results from the risk assessment of ports and internal waters following IALA/SIRA methodology were received during the year. Work began on a Port Logistic and Data Intelligence Platform to digitize port operations. The Board prioritizes procuring long-term stevedoring services. These initiatives will be consolidated and will pay dividends over the next few years.

In the true spirit of partnership, I have already participated in several stakeholders' meetings. We thank our stakeholders for their patience; and pledge frequent communication and coordination during the redevelopment of South Dock, Provo.

Finally, on behalf of my fellow Directors, I am pleased to express thanks to the Minister for his continuing confidence in us. We register our thanks to the staff and management and several government departments for their dedication and commitment, which has enabled the Ports Authority to have yet another year of positive growth, achievement and development.



## GOVERNANCE AND ACCOUNTABILITY

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.

The Ports Authority welcomed a new Board of Directors in October 2022. Mr. Tueton Williams, replaced Mr. Urban Francis as the new Board Chairman. The other members of the new Board include: Kesha Gardiner, Deputy Chairman, Crosley Bain, Dennis Swann and Tracy Parker-Grey. A farewell and celebratory event in honor of the achievements of the former board was held at Meeting # 9-22 (September 28<sup>th</sup>, 2022).



*Members of the former Board of Directors: Derek Rolle, Artavia Ewing, Urban Francis, Correy Forbes and Larvado Ewing*

Day to day work plans and budget prioritization was based on the Strategic Plan. In accordance with the Strategic Plan, Cabinet approval was granted to implement the agreed recommendations from the organizational restructuring exercise and sustainable stevedoring review commissioned by the Board.

### 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.

Ongoing implementation of the recommendations from these consultancies will have profound implications on governance arrangements at the Ports Authority in response to changes taking place in the ports system.

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.

With the support of the Ministry, progress was made to advance the vesting of several properties to the Ports Authority, which was delayed since the inception of the entity. Additionally, the Ministry was supportive of efforts to acquire property in areas in close proximity to the port for future development. These efforts are ongoing.





Chairman Tueton Williams and Director of Ports Delton Jones accompanied Hon. Musgrove, Permanent Secretary Althea Been and Collector of Customs Chawa Williams on visits to ports in Barbados and the Bahamas to observe port security operations involving container scanners, port digitalization, investment and citizens empowerment initiatives and fuel operations. The Cabinet subsequently endorsed several work plans which emerged from these visits. These work plans will be implemented in collaboration with other government departments in the new financial year.



*Hon. Musgrove and TCI Delegation meeting the Minister (center) and Officials of Barbados Port Inc*



*TCI Delegation meeting with staff of Sunoil LTD, Nassau*

## **BOARD ACTIVITIES AND PHOTO GALLERY**

- Directors met monthly, as required by the Ports Authority Ordinance. Information on Board deliberations are uploaded on the port's website, as required by the Sponsorship Letter.
- In the new information age, a mixture in person and hybrid meetings were held.
- The Board held meetings on Grand Turk, North Caicos, South Caicos and Providenciales. Importantly, since assuming office, the new Board has held in person meetings on all of the islands.
- The HR Committee reviewed and approved the new staff policies and procedures.
- 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 2023/24 Budget.
- The Infrastructure Committee was particularly active. Meetings were held to review project variations and to advance the appraisal of the project for the redevelopment and modernization of South Dock, Providenciales and capital projects on Grand Turk, North Caicos and South Caicos.
- Importantly, the new Infrastructure Committee, Chaired by Director Crosley Bain facilitated a series of kick-off meetings for the redevelopment of South Dock during March 14 -17, 2023.
- Directors approved several Community Outreach Programs; in particular the Board agreed to prioritize assistance to community initiatives with a maritime/ cultural component such as Fisherman's Day on South Caicos and Valentine's Day Cup on Middle Caicos.





*Former Chairman Francis, addressing the ground breaking for new office building, South Dock, Provo*



*Former and Current Board Chairmen and Directors join Hon. Musgrove at ribbon cutting for the Bellefield Landing Welcome Center, North Caicos*



*Premier, Hon. Washington Misick and other Cabinet Ministers join Chairman Williams at the opening of the Welcome Center, Bellefield Landing, North Caicos*

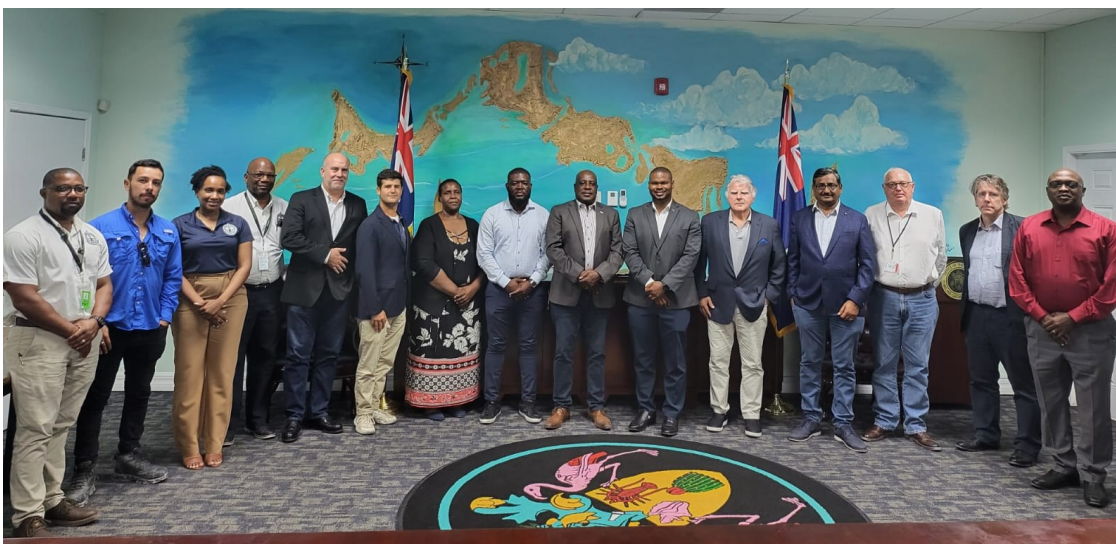




*Chairman Williams and Board Secretary Myers joined the Grand Turk Staff at the 2022 Christmas Party*



*Chairman Williams and Infrastructure Committee Chair Director Bain along with Director Tracy Parker hosting a stakeholder meeting on the redevelopment of South Dock, Provo*



*Chairman Williams and Directors Parker and Thomas meeting Hon. Musgrove and Hon. Robinson and staff and the contractor during the kick-off of phases 1 and 2 of the redevelopment of South Dock, Provo*



## PROGRESS REPORT ON STRATEGIC PLAN (2021/22 TO 2024/25)

As far as possible the Strategic Plan was used as a basis for staff working plans. During the last Annual Report, we began reporting on progress on the implementation of the Strategic Plan. This is the first year of the new 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. An induction training was undertaken for several (7) new security officers.
2. Regular Port Security Meetings are held as required by the Port Facility Security Plan (PFSPs)
3. Arrangements are being finalized for the roll-out of the Port Management Association of the Caribbean's Port Logistics and Data Intelligence Platform, which is being piloted in the Turks and Caicos Islands; this should improve accountability of imported and exported containers and production of performance statistics.
4. A Port Security Audit was undertaken by personnel from the UK Department of Transport; a work plan will be prepared to take forward observations of the audit; and PFSPs will be updated as necessary.

### **GOAL 2 - SAFE PORTS**

**Build safety culture to enhance safety of port workers and visitors to ports**

1. Several staff including the Director of Port benefited from oil spill containment training sponsored by the UK/ Maritime and Coastguard Agency.
2. The Disaster Preparedness Plans was updated and works commenced on adoption of the Model Regional Port Emergencies Plan during 2023/24.
3. The government approved a 5-year Sand Mining License for the Ports Authority to facilitate emergency and maintenance dredging in ports and shipping channels in the Caicos Islands.
4. Staff advertisement for the Safety Division was undertaken, with limited success. These will be repeated.
5. The SIRA Risk Assessment of ports and navigation channels was completed and the Action Plan accepted by the Board, as a basis of the work plan for the Safety Division.
6. Ongoing dialogue is held with Provo Stevedoring LTD on safety issues and upkeep of stevedoring equipment.





### **GOAL 3 RESILIENT PORTS**

#### **Develop port infrastructure based on economic and technical appraisals**

1. Tender documents for all projects included in the Capital Budget were published. All other tenders have advanced to the contracting stage.
2. Funding arrangements are in place for capital projects, which are taking place on all islands.
3. With funding from TCIG, the redevelopment and modernization of South Dock commenced with the commencement of construction of the Port Office Building and signing of the contract for phases 1 and 2.
4. Visits were made to Barbados and Bahamas to observe and assess operations of port containers scanners.
5. The Board agreed a policy to prioritize purchase of lands on all islands for future port developments. Several initiatives were undertaken to further this policy objective.

### **GOAL 4: SUSTAINABLE PORTS**

#### **Develop sustainable financial and HRM frameworks**

1. Effort was made to progress vesting of properties from the Crown to the Ports Authority within the context Ports Authority (Amendment) Ordinance 2021 and also to resolve legacy issues associated with Grand Turk Port Office Building.
2. Staff training and empowerment related to budget preparation, financial and procurement procedures are held annually.
3. The Board approved the salient recommendations of organizational restructuring consultancy, which were subsequently endorsed by Cabinet.

4. The Board accepted key recommendations of the review of the stevedoring services consultancy, which were subsequently endorsed by Cabinet.
5. The Change Management Consultancy was launched and is ongoing for a duration of 13 months.
6. A revised Staff Policies and Procedures Manual was approved by the Board.
7. An Employee Compensation Survey commenced (this should be completed in the new planning cycle).

### **GOAL 5: EFFECTIVE PARTNERSHIPS AND COLLABORATION**

#### **Collaborate with stakeholders to increase awareness of importance of maritime sector**

1. Annual General Meeting was reintroduced following suspension in 2020 and 2021 due to Covid-19 restrictions.
2. Regular stakeholder meetings were held to discuss and develop solutions to issues affecting ports (particularly South Dock, Provo)
3. Port publications (The Anchor and the Navigator) were published on schedule.
4. Regular Press Statements were made and active social media presence was maintained on several platforms.
5. Several community outreach programs were held during the year, these efforts also encompassed staff team building initiatives (staff attendance to Valentine's Day Cup, Middle Caicos and Fisherman's Day, South Caicos).



## SHIPPING

### OVERVIEW

Maritime ports are essential to a country's economic and social development. Following a 3.8 per cent decline in trade for 2020, global trade has steadily increased driven by increases in demand for containerized cargo.

Throughout the years, the Ports Authority of the Turks and Caicos Islands has experienced growth as container ports have become critical nodes in the global supply chains, that are essential to growth strategies of many growing economies. FY 2022-23's shipping performance saw an increased in the transport of goods and services, still bouncing back from COVID-19 pandemic amidst supply chain disruptions, inflation and the war in Ukraine which had serious impacts on commodity prices, food and energy security.

FY 2022-23's increased cargo volumes for the Ports Authority is directly correlated to the islands economic development which continues to experience boosts from large scale development projects in the Tourism Sector.

### VESSEL CALLS

As shown in Table 1, the Ports Authority of the Turks and Caicos Islands received some 789 vessels during the period April 1 2022 to March 31, 2023 which is 5% higher than the previous year's vessel calls of 754.

TABLE 1: VESSEL CALLS BY TYPE							
Vessel Type	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Compliant	489	518	505	493	370	431	448
Non-Compliant	112	138	145	137	128	190	248
Local Vessels	148	210	154	157	122	133	93
Pleasure Crafts	10	4	5	0	1	0	0
<b>Total</b>	<b>759</b>	<b>870</b>	<b>809</b>	<b>787</b>	<b>621</b>	<b>754</b>	<b>789</b>
<b>% Change</b>	<b>-4%</b>	<b>15%</b>	<b>-7%</b>	<b>-3%</b>	<b>-21%</b>	<b>21%</b>	<b>5%</b>

Table 1 also depicts four categories of vessels received by the Ports Authority, which are: Compliant, Non-Compliant, Local and Pleasure Crafts. Out of the four vessel types received by the Ports Authority, only Compliant and Non-Compliant Vessels had an increase in calls from the previous year, the most significant movement being non-Compliant vessels, which increased by 30% or 58 vessel arrivals.

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Vessels which are classified as non-Compliant fall outside of the ambit of the ISPS (International Ship Port Security) code. These include barges transporting loose or mixed cargo which includes dry bulk, building and construction material. The increase in non-compliant vessel calls can be attributed to the construction sector of TCI's economy, which continues to grow at an average rate of 4%, driven by the local government's capital programmes, foreign direct investment in the tourism sector and the rise in residential or small private sector investments.

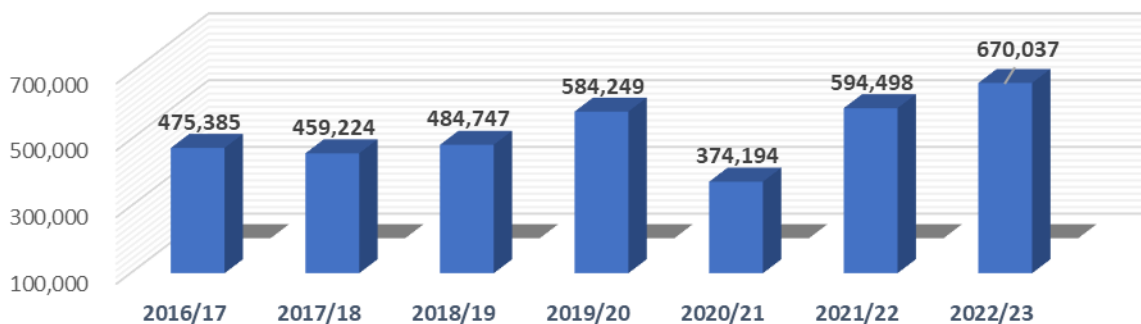
Compliant vessels which mainly transport containerized and general bulk cargo increased by 4% during the period in review, despite disruptions in the supply chain, higher freight rates and inflation impacting the supply and demand of household goods and services globally. The steady increase in Compliant vessels calls to the TCI can be attributed to expansion of the domestic economic activities that support wholesale and retail trade operations in the tourism sector.

## CARGO MOVEMENTS

Figure 2.1 depicts the total volume of cargo handled by the Ports Authority from FY 2016/17 to 2022/23.

As shown in Figure 2.1, 670,037 tonnes of cargo were handled by the Ports Authority, TCI for the period ending March 31<sup>st</sup>, 2023. The outturn represents a 13% increase from the previous year's cargo movements which totaled 594,498 tonnes.

**FIGURE 2.1 TOTAL CARGO IN TONNES FOR  
FY 2016/17 - 2022/23**



FY 2022-23's outturn for total cargo handled was higher than forecasted. Cargo volumes at the end FY 2020/21 had contracted by 36% due to the COVID-19 pandemic. The following year, FY 2021-22, cargo volumes increased by 59% or to 594,498 tonnes with the cautious reopening of TCI's economy and the resumption of economic activities and developments. FY 2022-23's outturn is unprecedented for the Ports Authority as 670,037 volumes of cargo is the highest recorded in the past 7 years.



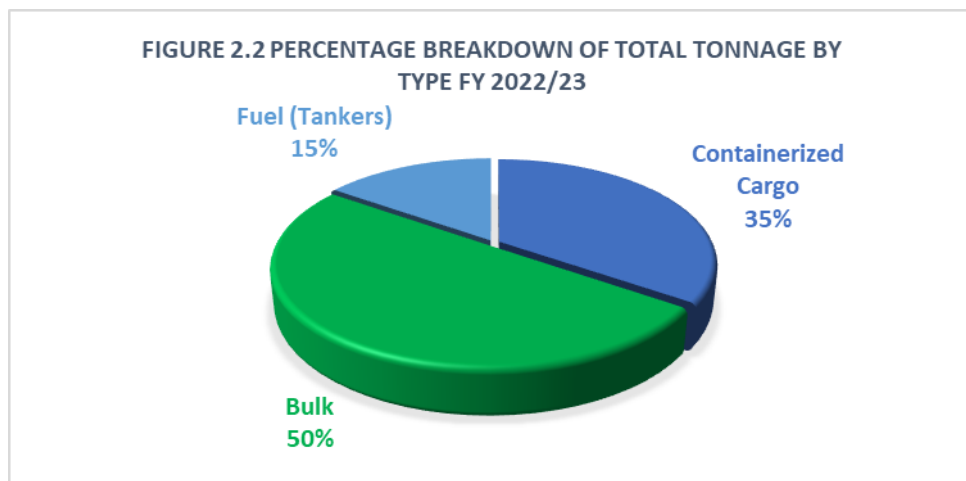
Information on the type of cargo handled by the Ports Authority is shown in Table 2.

<b>TABLE 2: BREAKDOWN OF CARGO HANDLED BY CATEGORY</b>							
<b>Cargo Handled</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
Containerized Cargo	178,246	204,814	195,251	204,514	140,666	209,778	231,786
Bulk	210,305	171,356	201,420	287,038	166,213	291,003	336,035
Fuel (Tankers)	86,834	83,053	88,075	92,697	67,315	93,718	102,217
<b>Total</b>	<b>475,385</b>	<b>459,224</b>	<b>484,747</b>	<b>584,249</b>	<b>374,194</b>	<b>594,498</b>	<b>670,037</b>
<b>% Change</b>	4%	-3%	6%	21%	-36%	59%	13%

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

As shown in Table 2, the most notable increase in cargo movements during FY 2022/23 was Bulk which increased by 16% from the previous year to 336,035 tonnes. Bulk cargo handled by the Ports Authority is mostly comprised of building and construction material which accounts for more than 50% of the total cargo volumes handled over the period in review. Total tonnes for containerized Cargo were 231,786 while Fuel was 102,217 tonnes. The outturn represents an increase from the previous year of 10% and 9% respectively in terms of volumes.

Figure 2.2 illustrates the breakdown or classification of tonnage received the Ports Authority by type. Bulk Cargo attributed 50% of total tonnage handled. While Containerized Cargo and Fuel by Tankers attributed 35% and 15% respectively.







## CONTAINER TRAFFIC

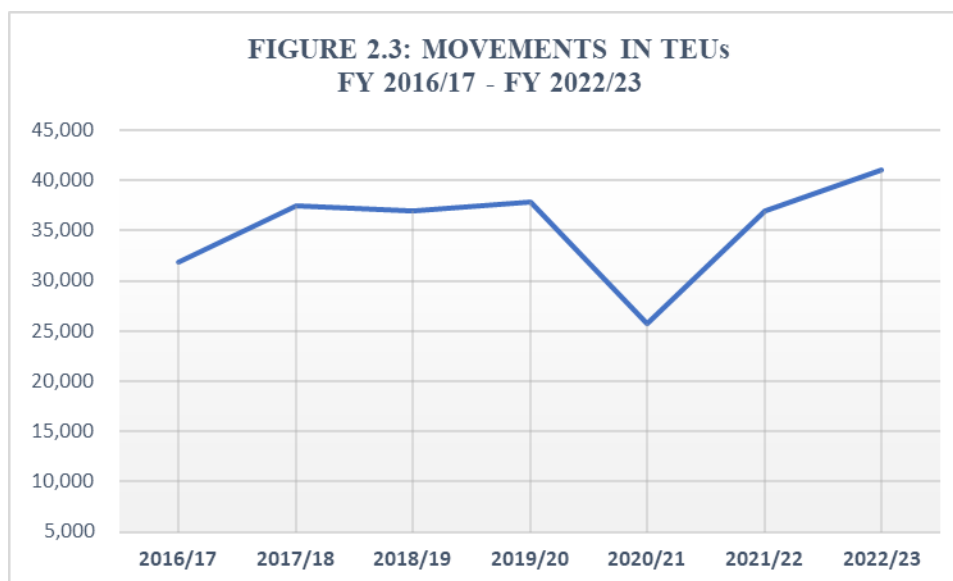
The Ports Authority handled 41,035 TEUs during FY 2022/23 which is an 11% increase from the previous year. Of the total TEUs handled, 22,370 TEUs were inbound while 18,465 were outbound empty containers. TEUs are categorized into four (4) main categories; Containers, Flat Racks, Reefers and ISO Tanks.

TABLE 3: TEUs BY CATEGORY							
TEUs by Type	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Container	17,777	21,694	21,226	22,488	15,461	23,979	24,216
Reefer	6,102	6,068	6,127	7,069	5,168	6,315	7,289
ISO Tanks	4,465	4,379	5,607	4,652	2,521	3,961	4,637
Flat Rack	3,517	5,333	3,987	3,654	2,549	2,718	4,893
<b>Total TEUs</b>	<b>31,861</b>	<b>37,474</b>	<b>36,947</b>	<b>37,863</b>	<b>25,700</b>	<b>36,973</b>	<b>41,035</b>
<b>% Change</b>	<b>-0.8%</b>	<b>18%</b>	<b>-1%</b>	<b>2%</b>	<b>-32%</b>	<b>44%</b>	<b>11%</b>

Table 3 depicts the movement in TEU's by financial year. In 2020 maritime trade volumes were impacted by the COVID-19 pandemic falling significantly.

Of the Four major categories, Flat Racks had the highest movement, increasing by 80% which is a result of increased importation of bulk cargo namely vehicles. Containerized cargo had a slight increase of 1% for FY 2022/23, while Reefers and ISO tanks increased by 15% and 17% respectively.

Figure 2.3 illustrates the uptake in TEU's between FY 2016/17 and 2022/23. Despite disruptions in food and energy supplies and inflation impacting economies globally, TEU imports for the TCI continue to increase which could be attributed to TCI's growing economy.





# FINANCIAL ANALYSIS

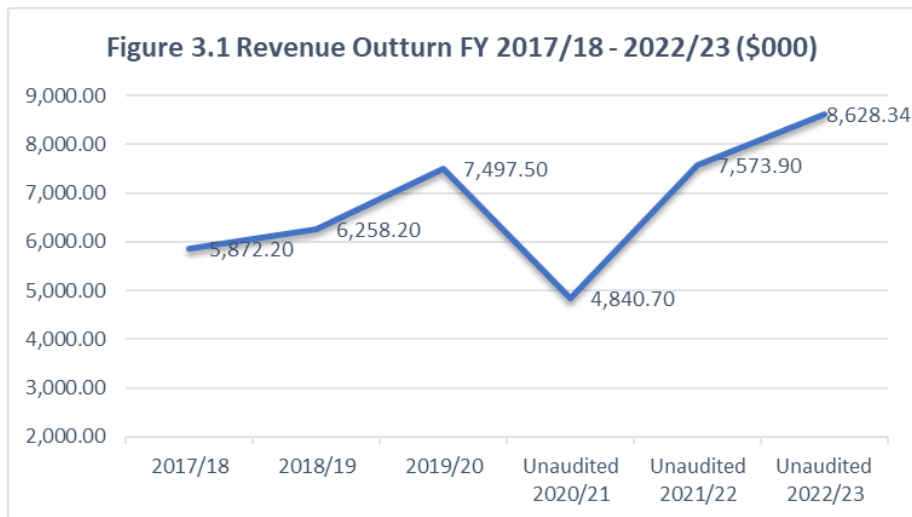
## OVERVIEW

The Ports Authority of the Turks and Caicos Islands (PATCI) financial performance exceeded forecasts for fiscal year 2022/23 despite delays in several capital initiatives impacting both revenue and expenditure outturns. The fiscal year's revenue outturn is a result of the unprecedented rebound of TCI's economy which continues to grow and expand following the COVID-19 pandemic.

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 2022/23's financial performance is reflective of the completion and advancement of several strategic priorities to support the development thrust of the TCI, through the rehabilitation and expansion of the port system throughout the islands. It is also indicative of Ports Authority's commitment to managing supply chain efficiency, navigational safety within territorial waters as well as infrastructure and environmental resiliency within a developing and expanding port system.

## FINANCIAL PERFORMANCE

PATCI's total unaudited revenues were \$8,628,338 for the period April 1, 2022 to March 31, 2023. The outturn is the highest recorded earnings for the Ports Authority in the past six years.

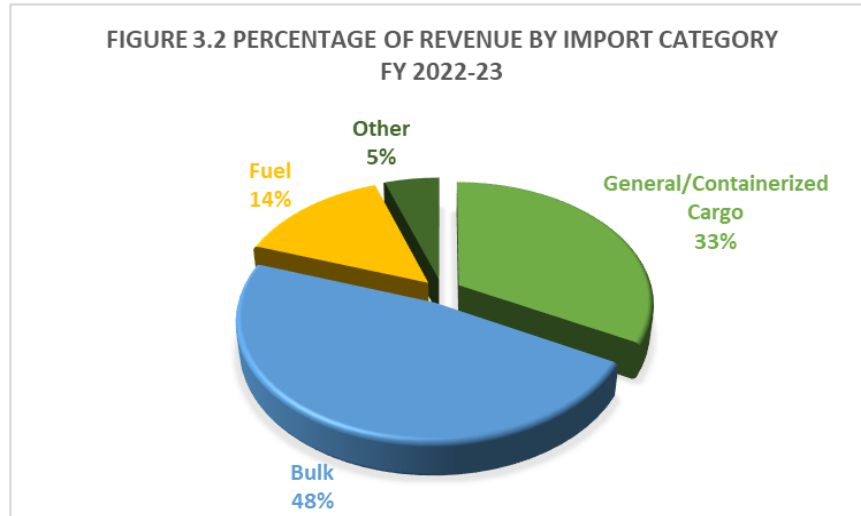


PATCI's revenues have increased gradually as depicted in Figure 3.1, driven primarily by TCI's economic uptick. With the onset of the COVID-19 pandemic, PATCI's unaudited revenues had contracted by 35% but rebounded significantly with the reopening of TCI's economy which continues to grow through capital development in the construction and tourism sectors. PATCI's revenues are categorized by four main port activities which includes 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, with the opening of the Bellefield Landing Welcome Center on North Caicos.



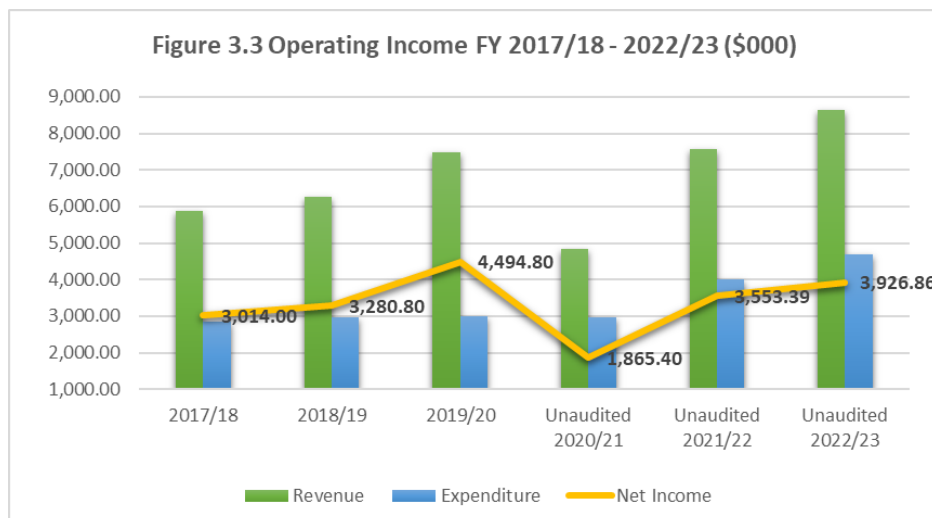


Figure 3.2 Depicts the percentage breakdown of total revenues for PATCI by category.



48% of revenues generated for FY 2022/23 were derived from Dry Bulk and other building material imports which was 2% higher than the previous year. 33% of the period's revenues were derived from Containerized Cargo, 14% from Fuel and 5% categorized as Other. The impact on total revenues from both Fuel and Other revenue streams, fell slightly by 1% for FY 2022/23, despite increasing fiscally from the previous year. The impact of Containerized and Bulk cargo imports on PATCI's revenue is directly correlated to the growth of TCI's economy. Despite the economic challenges affecting global supply chains which include inflation, TCI's Construction, Wholesale and Retail sectors, continue to grow attributing to increased revenues for the Ports Authority.

Figure 3.3 illustrates PATCI's net ordinary income from FY 2017/18 to 2022/23. Expenditure during FY 2022/23 was \$4,701,474, which was 54% of revenues.





PATCI's net ordinary income for the period ending March 31<sup>st</sup>, 2023 was \$3,926,864. Though recurrent revenues exceeded estimates by 10%, FY 2022-23's total revenue fell -13% short of targets due to delayed receipts from the Sale of Sand from the North Caicos Dredging project, a non-recurrent revenue stream included in FY 2022-23's revenue estimates. Additionally, PATCI revised its recurrent expenditure budget from \$4,977,855 to \$5,303,255, to allocate additional resources to carry out critical upgrades to the South Dock Providenciales port facility, to alleviate congestion in preparation of the PLS Redevelopment and Modernization project.

The revised budgeted net ordinary income was \$4,075,223 while the unaudited outturn was \$3,926,864. Unaudited Operating Expenses for the period were \$4,701,474, 11% lower than revised estimates of \$5,303,255, mainly due to savings in personnel expenses. PATCI spent \$680,960 more in operating expenditure in FY 2022-23 than the previous year to upgrade the Providenciales port facility. Transfers to TCIG also increased from \$842,543 to \$3,000,000 for the 2022-23 fiscal year.

Comparative balances for the Income Statement and Balance Sheet for fiscal years 2017/18 to 202/23 are shown in Table 4.

Total Current Assets decreased from \$7,535,857 to \$5,631,672 due to decrease in Cash of \$2,102,904 to fund capital expenditure.

\$5,034,000 was budgeted in FY 2022/23 for Capital Expenses \$3,154,702 of which was spent at year end March 31, 2023. Increases in property, plant and equipment totaling \$2,936,297 represents costs for North Caicos infrastructural improvements and developments, namely the Bellefield Landing Welcome Center, North Caicos Civilian Safety Project (Boat slips) and NCS Dredging Project. The Rehabilitation of South Caicos wharf was also completed during the fiscal year leading to the significant increase in the value of the Ports Authority's fixed assets.

Current Liabilities increased by \$158,390 to recognize accrued expenditure for NCS infrastructure development projects at year end.





**Table 4: Financial Summary ('000')**

	2017/18	2018/19	2019/20	Unaudited 2020/21	Unaudited 2021/22	Unaudited 2022/23
<b>Income Statement</b>	\$	\$	\$	\$	\$	\$
Revenue	5,872.20	6,258.20	7,497.50	4,840.70	7,573.90	8,628.34
Expenditure	2,858.20	2,977.40	3,002.70	2,975.30	4,020.51	4,701.48
<b>Net Income</b>	<b>3,014.00</b>	<b>3,280.80</b>	<b>4,494.80</b>	<b>1,865.40</b>	<b>3,553.39</b>	<b>3,926.86</b>
<b>Balance Sheet</b>						
<b>Assets</b>						
Total Current Assets	9,623.00	9,283.40	11,474.00	6,263.60	7,535.90	5,631.70
Net PP&E	940.8	2,220.30	4,259.90	4,882.20	6,573.60	9,509.90
Non-Current Assets	23.2	25.4	25.4	34.1	26.4	26.6
<b>Total Assets</b>	<b>10,587.10</b>	<b>11,529.10</b>	<b>15,759.20</b>	<b>11,179.90</b>	<b>14,153.90</b>	<b>15,168.20</b>
<b>Liabilities &amp; Shareholder's Equity</b>						
Current Liabilities	4,799.70	5,641.60	5,619.70	637.8	1,169.40	1,327.80
<b>Total Liabilities</b>	<b>4,799.70</b>	<b>5,641.60</b>	<b>5,619.70</b>	<b>637.8</b>	<b>1,169.40</b>	<b>1,327.80</b>
<b>Total Equity</b>	<b>5,787.40</b>	<b>5,887.40</b>	<b>10,139.60</b>	<b>10,542.10</b>	<b>12,966.39</b>	<b>13,840.40</b>

## 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. Despite the economic downfall due to the pandemic, the resumption of construction activity and increased imports for the tourism sector combined with monitoring and containing expenditure has enabled PATCI to exceed its net revenue target. At the 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 Turk Caicos Islands and therefore fulfil its mission to be a financially self-sustaining public service providing efficient transportation facilities to its users.



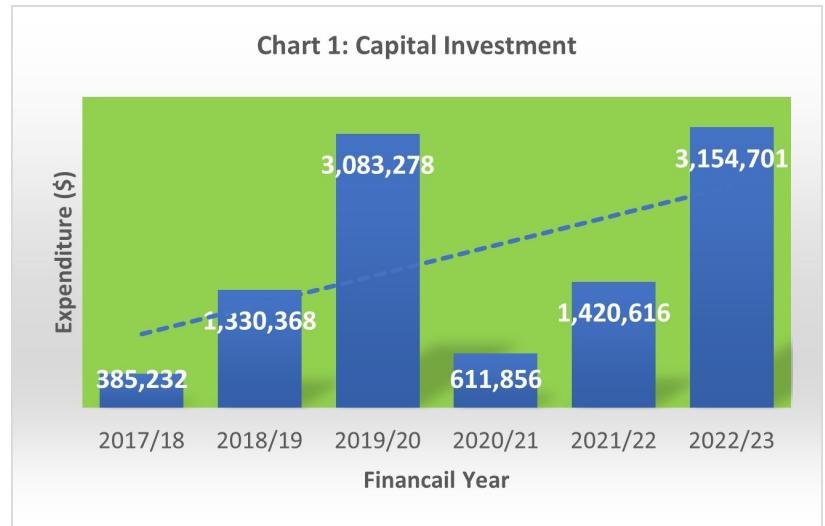


# CAPITAL PROJECTS REPORT

## SUMMARY

As part of our third Goal (Resilient Port), the Ports Authority made progress in rebuilding and expanding the Turks and Caicos Islands ports system. As shown in the adjacent chart, Ports Authority funded expenditure on capital projects increased during the year, continuing the post-Covid-19 trend which began in 2021/22. The outturn for capital projects expenditure fund by the Ports Authority is \$3,154,701 – a 122% increase, compared with \$1,420,616 expended in 2021/22. A

further sum of just under \$1 million was expended on government funded capital projects. Accordingly, the total investment on port related capital projects during the year was about \$4.154,701. Contracts for projects valued at about \$40 million associated with the redevelopment of South Dock, Providenciales, which are being funded by the government were also signed during the year.



During the year we successfully tendered 100% of all capital projects included in the budget. This will lay the basis of increased capital projects expenditure during 2023/24.

## CAPITAL PROJECT ACCORDING TO PORT

### SOUTH DOCK, GRAND TURK



*Offloading ISO tanks at recently constructed 'ro-ro' ramp South Dock, Grand Turk*



With a concrete and asphalt container yard and a modern drainage system, the Grand Turk Port represents the ‘gold standard’ for all of our ports. The improved port conditions are paying dividends by reducing wear and tear on stevedoring equipment and enabling efficient port operations. South Dock also served as the launching point for the contractor undertaking the port expansion works as the Grand Turk Cruise Center. To complete the transformation of South Dock, Grand Turk a project for the refurbishment of the port office building is being proposed for the future.

### CONCH GROUND, SOUTH CAICOS



*Vessel offloading at the new bulkhead, South Caicos*

The contract for South Caicos Port Rehabilitation Project was signed in June 2021. The project is now completed. It includes: installation sea defenses, drainage works and construction of new concert bulkhead/ berth. The port is already being used by ships which call at South Caicos. The South Caicos Port Pavement Project, which will pave the container yard with asphalt, was delayed and will be completed early in the new financial year. The South Caicos dredging project was also tendered. However, no viable tendered emerged. The scope of the project will be reviewed for retendering during 2023/24. Expenditure on these projects is estimated at just under \$2.6 million.

### BELLEFIELD LANDING, NORTH CAICOS

A contract for the dredging of Bellefield Landing was signed on January 27<sup>th</sup> 2022. With funding from the government, a project for the construction of boat slips and a new ‘ferry landing’ was tendered. Both projects will be completed during the first quarter of 2023/2024. These projects represent a total investment of just under \$3.5 million.

The Bellefield Landing Welcome Centre was opened in October 2022; and is fully operational. This landmark project provides a ‘warm welcome’ to residents and tourists who visit the ‘twin islands.’



*Entrance at the Welcome Center, Bellefield Landing*





## SOUTH DOCK, PROVIDENCIALES

The government has allocated \$43.7 million for the redevelopment of South Dock Providenciales. Accordingly, continuation and consolidation of the redevelopment of South Dock, is the Ports Authority's Number 1 Priority during the short term!

During the year, a temporary container yard pavement project was completed. This will reduce wear and tear on port equipment

while the redevelopment of the port is being undertaken. The project has already enhanced working environment for port workers and visitors to South Dock.

The long-awaited redevelopment of South Dock, Providenciales commenced during the year. Investments totaling close to \$40 million have been committed.

A contract was signed in August 2022; and construction of the new port office complex is ongoing, with a duration 610 days. The groundbreaking ceremony for this project took place in September 2022. This project will provide a resilient, modern office for the Ports Authority. It will also include a new Customs warehouse and offices for government departments which operate from South Dock. The contractor has given assurances that this project will be delivered on time, and within budget.



*Stevedoring Operations at newly paved berth, South Dock*



*Premier Misick, members of Cabinet and the contractor at the ground breaking ceremony for the new port office block, which marked the commencement of the redevelopment of South Dock*



*Chairman Williams speaking at Cocktail Reception to mark the launch of Phases 1 and 2 of the redevelopment of South Dock, Provo*

The contract for Phase 1 and Phase 2 of the redevelopment of South Dock was signed in February 2023, with a duration of 910 days. The project was launched during March 14-15<sup>th</sup>. Actual construction works should start in 2-3 months, following the launch. This project will result in the construction of 2 berths with the capability of handling 3 vessels simultaneously. A larger and deeper turning basin will be dredged; and a new container yard will be constructed. Larger vessels should be able to use the dock; and the project should induce competition. These upgrades should result in lower freight rates; with positive impacts on the cost of living and doing business within the TCI.

To accelerate the redevelopment of South Dock, tendering for consultancy services to design Phase 3 and 4 and a fuel mooring system is ongoing. Our plan is to construct a modern fuel mooring system at South Dock. This will replace the current environmentally risky fuel transfer system, which relies on hoses that float on the water surface aided by buoys. These projects should commencement in 2024.





## CAPITAL PROJECTS PHOTO GALLERY

### SOUTH CAICOS PORT REHABILITATION



*Bulkhead during construction*



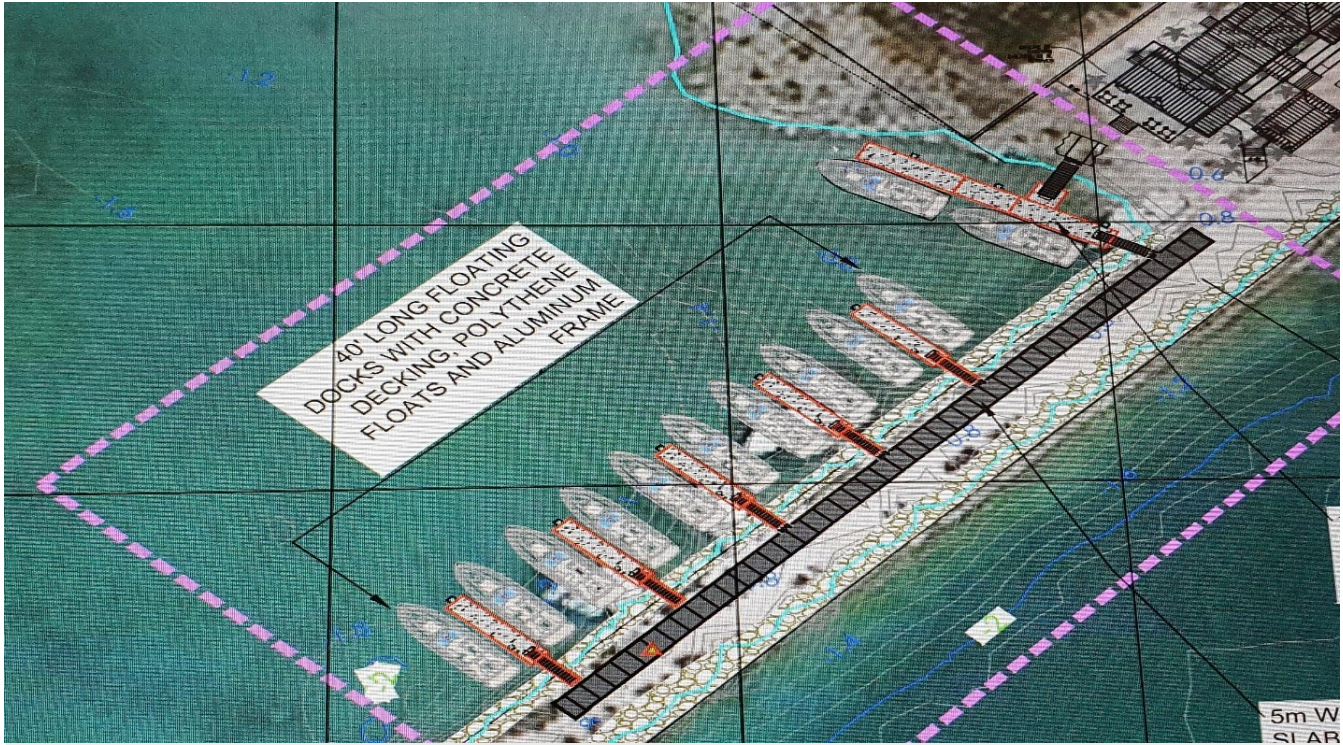
*New 'Ro-Ro' Ramp included in completed bulkhead*





## CAPITAL PROJECTS PHOTO GALLERY

### BELLEFIELD LANDING BOAT SLIPS PROJECT



*Rendering of Bellefield Landing Boats*



*Fabricated boat slip in Canada before shipment to the TCI*





## CAPITAL PROJECTS PHOTO GALLERY

### BELFIELD LANDING DREDGING PROJECT



*Suction Dredge Boat in Bellefield Landing Channel*



*Project dewatering area*





## CAPITAL PROJECTS PHOTO GALLERY

### BELLFIELD LANDING DREDGING PROJECT



*Stockpiled sand from dredging operations*



*Drone photo of Bellefield Landing channel being restored to 2007 parameters*



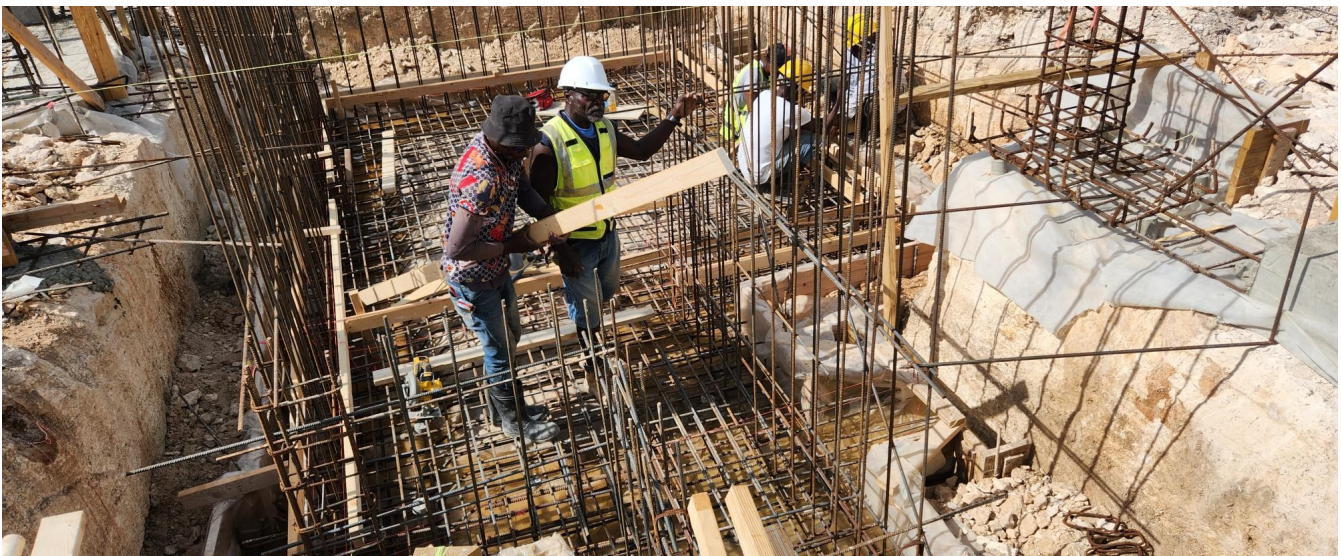


## CAPITAL PROJECTS PHOTO GALLERY

### PROVO OFFICE BLOCK PROJECT



*Pouring the foundation of the new office block*



*Foundation works*





## CAPITAL PROJECTS PHOTO GALLERY

### PROVO OFFICE BLOCK PROJECT



*Construction of the first floor of the new office building*



## CAPITAL PROJECTS PHOTO GALLERY

### SOUTH DOCK PAVEMENT PROJECT



*Earthworks at the main gate*



*Earthworks in the main container yard*





## CAPITAL PROJECTS PHOTO GALLERY

### SOUTH DOCK PAVEMENT PROJECT



*Newly paved port main gate*



*Newly pave bulkhead*





# HR ANNUAL REPORT

## HUMAN RESOURCES DEVELOPMENT

### 1. TEAMWORK

PATCI had two major teambuilding exercises in 2022/23. The first was our annual Christmas tree decorating competition and the second was a photo scavenger hunt.

The tree decorating competition was a huge success bringing over 1000 views to our Facebook page! We are especially pleased to see the synergy among our employees expanding to include the community at large. The North Caicos community rallied to support the port facility there resulting in their winning in the administrative category with the Grand Turk Office placing second. The Security guardhouse at the Provo facility secured first place in the security division and Grand Turk placed second.



The scavenger hunt was an idea put forward by our Business and Communication Manager in conjunction with our team building committee. It included teams of employees across the admin and security division. The scavenger hunt consisted of clues written as riddles. All of the answers to the riddles were

maritime based and could be found around the port. The end goal of these teambuilding exercises was to build camaraderie and synergy among our employees.



*Grand Turk Team Captured 1st Place*



*Team found a former employee*

### 2. REVIEW OF STAFF POLICIES AND PROCEDURES MANUAL

The Staff Policy and Procedures Manual was revised in accordance with objective 4.5.2 of our strategic plan which calls for a review every two years. Comments were invited from management and staff to indicate sections of the manual they felt needed clarity or any port practice that should be addressed. The revised manual has been approved by the Board and is ready for print for reorientation and distribution to staff.



### 3. TRAINING

Our training report shows a total of 787 training hours for 2022/2023 with an average of 13 hours per employee. Security specific training accounts for 480 hours, with greater focus on Level 1 security training, Security Supervisor training and pollution management; government sponsored workshops 150 hours and Human Resource and administrative training and workshops account for 157 training hours.

Several staff, including Director Jones (Oil Spill Level 3) and Deputy Director Lewis, benefited from online training provided by overseas institutions. Security Supervisor Roseann Henry participated in the UK funding level 2 Oil Spill Command Course which was held in the British Virgin Islands for personnel in the UK Overseas Territories.

Additionally, a total of 24 Representatives from the following PATCI's stakeholders participated in oil spill equipment familiarization and deployment training, accumulating 60 training hours: Rubis, Sun Oil, Do-It-Center, DECR, Otis Construction, Grand Turk Cruise Center and Sunset Marina.



*Safety Officer, Clerveaux and Security Supervisor Fris Rigby-Forbes facilitating familiarization of oil spill equipment training*



*Stake holder Participation Oil Spill Training*



*Supervisor, Roseana Henry Oil Spill Training BVI*



*DOP Jones, received certificate, Oil Spill Level 111*





*Security Level 1 Refresher training*



*Security Level 1 new hires*

PATCI commenced training on a new port management system designed to strengthen and improve the port's capabilities in logistic activities, to provide the link for the efficient flow of the traffic of goods, while improving port security management operations and cargo handling.

PATCI has engaged DAT (Desiree Adams Training), a local professional training and consultancy company to facilitate a Change Management Consultancy, which commenced February 2023. The consultancy will provide an assessment of PATCI's capacity and readiness for change; prepare an organizational change management plan, including training and coaching programs that support the change program; and develop a communication plan that retains transparency with staff. The assessment is currently in progress.

#### **4. SCHOLARSHIP**

Ronadio Roberts completes his Associates degree in Business Administration in May of this year.

Dorothy Malcolm was awarded a scholarship for a Bachelors in Business Administration with a major in Human Resource Management with Ashworth College's online program.

Derliser Youth was the recipient of a scholarship from The Galilee Institute for a course of study in Port Senior Management. The training awarded 79 credit hours and took place on site at the Galilee International Management Institute in Israel.

#### **5. PROMOTIONS**

This year PATCI saw its largest number of promotions since its establishment. There were two promotions in the Finance Department. Former PCO, Derliser Youth was promoted to Accountant in August and former Security Supervisor, Ronadio Roberts was promoted to PCO in October and relocated from the Grand Turk facility to Provo.

Natessa Moore was promoted to Security Supervisor, filling the vacancy created by Ronadio's promotion and Gregory Wilson was promoted to Supervisor filling a vacancy



created by the addition of an extra shift at the port in Grand Turk. Fris Rigby-Forbes was promoted to Security Supervisor to fill a vacancy created by a resignation at the port in Provo. Erickson Smith, was made a fulltime Security Officer, transitioning from a temporary position, also filling a vacancy created by a resignation.



Ronadio Roberts



Derliser Youth



Fris Ribgy-Forbes



Gregory Wilson



Natessa Moore



Erickson Smith



The Ports Authority of the Turks and Caicos Islands is pleased to announce the promotion of Dorothy Malcolm to the position of Human Resource Manager.

Ms. Malcolm joined the Ports Authority in 2015 as Personal Assistant to the Director of Ports. As Personal Assistant she was responsible to coordinate with Board Secretary on matters relating to the Board of Directors' meetings, travel and events; coordinate staff travel and accommodations; organize and plan port events and provide administrative support to the Finance Department and Human Resource Department.

As Human Resource Manager, Ms. Malcolm will be responsible to lead and direct the human resource function of the Ports Authority.





## 6. NEW HIRES AND SEPARATIONS

This year PATCI experienced an unusually high turnover, losing a total of 7 security officers. This resulted in the largest recruitment drive since our establishment. We recruited 1 officer for the port at Grand Turk and 3 for Providenciales. Additionally, 3 port facility officers were recruited to man the newly opened Belfield Landing Port facility on North Caicos.

### NEW HIRES



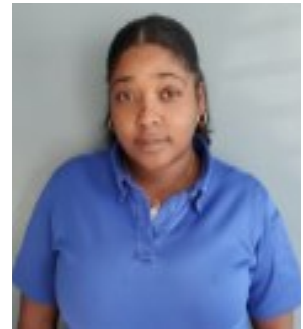
Arthur Carter



James Rigby



Darron Ewing



Jasmine Morris



Shante Higgs



Karlene McIntosh



Kendrick Simmons

### FAREWELL



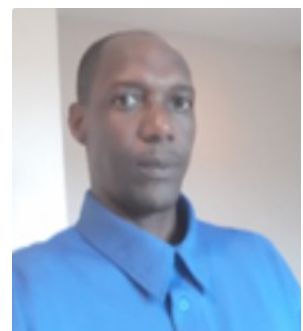
Courtney Forbes



Javar Grey



Jamal Williams



Nackie Clare



PATCI said farewell to Human Resource Manager Deleria Simms in February 2023.

A farewell reception was held for her on February 24<sup>th</sup>, 2020, which was attended by members of the Board, Management and Staff.

Ms. Simms' invaluable contributions to stabilizing and enhancing the human resources management which cut across all divisions of the Ports Authority were highlighted by speakers at the farewell reception, who wished her well in her well-earned retirement.

## 7. AWARDS AND RECOGNITION

### EMPLOYEE OF THE QUARTER



Logan Quelch



Marvin Seymour



Lisa Robinson



Aleno Todd

### ANNUAL AWARDS



Lavado Simmons, Supervisor at the port facility in Grand Turk captured the Chairman's Award for 2022/23. Lavado commenced employment with PATCI in September 2010. He received an outstanding performance appraisal for the year. He provides support for the PFSO in his duties with regard to receiving and reviewing leave requests and preparing work schedules. Lavado acted in the role while the PFSO was on annual leave, represented the port at an emergency meeting with DECR and organized and chaired his first annual meeting with the TCI Regiment.



Derliser Youth, winner of the Director's Award, commenced employment in July 2018 as Port Facility Company in the Finance Department and was promoted to the Accountant position in August 2022. She helped to train the new PFCO and gave him the support needed in his transition. Derliser was the recipient of a scholarship from the IMO Fellowship to study Port Senior Management at the Galilee Institute in Israel and is currently taking accounting classes on line. She is a volunteer with the TCI Red Cross and participated in the DDME shelter in place training in 2022. Derliser is a great team player, always willing to assist where needed.





## AWARENESS, PARTNERSHIPS AND COLLABORATION

The Ports Authority is committed to being a good corporate citizen and supports a broad spectrum of local entities and activities in the communities throughout the Turks and Caicos Islands – through our Community Outreach Program. We naturally want to positively impact the lives of our Turks and Caicos Islanders and those who reside here through our donations and participation. Our staff showcase how essential it is as an organization to ensure others' lives are better. As the need continues to grow in our community, so does our gratitude to our staff due to the generosity they continue to display. We are truly grateful to them and feel fortunate to be in a position to improve and strengthen the lives of those in our community where we live and work.

### COMMUNITY OUTREACH

#### **AUTISM AWARENESS FAMILY FUN DAY**

The 2022 World Autism Day theme, "Inclusion in the workplace, we need society to change" was observed by the Special Needs Unit (SNU) through hosting an Autism Awareness Family Fun Day to showcase the abilities of persons with special needs and introduce the autism support committee.

The PATCI along with the community of Grand Turk participated in physical activities giving persons on the autism spectrum the opportunity to engage in fun activities to stimulate cognitive skills, recreational skills and increase the sense of inclusion. Staff members were instrumental in ensuring that all had fun and were kept in a safe environment to enjoy the many activities planned. It is always an honor for the Ports Authority to give back to the vulnerable and community it serves. The PATCI joins with the SNU in believing that we, as a community, have the ability to make a difference in our community by dedicating and serving our special needs adults and children.





## AUTISM AWARENESS FAMILY FUN DAY



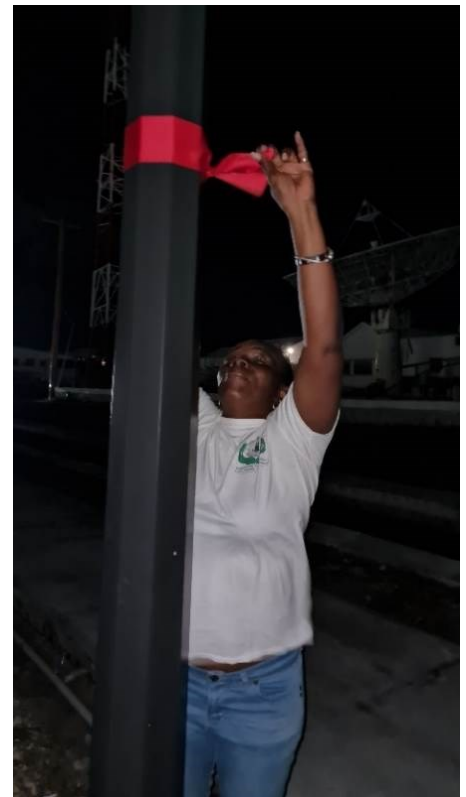




## WORLD AIDS DAY 2022

The Ports Authority supports the significant efforts the Ministry of Health and Social Services make to prevent and manage HIV/AIDS within the country. The Ports Authority joins with the Ministry to raise awareness as it seeks to combat stigma and discrimination and reaching key populations and continue the fight together by reducing the acquisition and transmission of HIV.

Every year on December 1, the TCI joins the World Health Organization (WHO) in commemorating World Aids Day. The Day brings together people from around the world to raise awareness about HIV/AIDS to address the inequalities which are holding back progress in ending AIDS and demonstrate international solidarity in the face of the pandemic. This year the Ports Authority contributed to the efforts of the Ministry of Health and Human Services in raising local awareness in a 'painting the town red' initiative. Ports Authority staff and other organizations coordinated the placement of red ribbons in prominent locations throughout communities of the TCI. The red ribbon is used to symbolize passion, the heart and love.





## SPIRIT OF BERMUDA VISITS GRAND TURK

Starting on July 11<sup>th</sup>, South Dock was the staging point for a three-day visit to Grand Turk, by the MV Spirit of Bermuda which arrived in Grand Turk with seventeen (17) youngsters on board. The voyage was for the high school aged students to retrace and experience the route once traveled by an enslaved Bermudian woman, Mary Prince. Staff from the Port Authority engaged with the educators and students on the one the voyage on the shared heritage of Bermuda and the Turks and Caicos Island and exchanged paraphernalia to commemorate the ship's visit.







## BEACH AND COASTAL CLEAN-UP

The Ports Authority is focused on empowering the youth and enhancing education and strengthening a community of partnership. In November, the Ports Authority staff organized a successful beach and coastal clean-up under the theme “Life’s a Clean Beach”. The objectives of the clean-up were to rid the beaches and coastline of debris and trash. With the support of the Cadet Corp, a team of more than 21, cleared sites such as Pillory Beach, and other beaches within the Columbus Landfall National Parks that needed attention. Members of staff in Providenciales focused on the Bight Children’s Park. A quantity of debris and waste were collected and disposed of. We look to making this an annual event.







## AWARENESS

### BIG SOUTH FISHERMEN'S DAY & SEAFOOD FESTIVAL

South Caicos, formerly called East Harbour, is often referred to as a marine paradise and the fishing capital of the TCI. For the first time, the Ports Authority partnered with the East Harbour Seafood Festival Committee in support of the Big South Fishermen's Day & Seafood Festival celebrations. The Day is a celebration of the vibrant fishing industry of South Caicos aka the Big South. Each year, organizers plan a fun-filled day on Conch Ground Bay with local music, bottom fishing tournament, domino competitions, conch diving, knocking and peeling games and the mouth-watering seafood dishes. The day's events are indicative of the longstanding history of this industry on this island which seeks to honour fishermen (past and present), plant workers and owners who toil tirelessly to ensure the fishing industry remains standing. Big South Fishermen's Day & Seafood Festival usually draws a large number of visitors including returning *Harbonians* back home. This year, the Ports Authority, not only co-sponsored the event but also used it as a 'team building event' for staff. A contingent of management and staff attended the day's events as part our effort for staff to socialize and get to know each other better in non-work settings; as we strive to build a strong team to take the organization forward.







## VALENTINE'S DAY CUP MODEL SAILBOAT RACES

The Ports Authority first co-sponsored the Valentine's Day Cup in 2021. The Board has since prioritized supporting more maritime related events such as this through the Community Outreach Program. The Valentine's Day Cup event bears great significance as it preserves and promotes local culture particularly of the twin islands of North Caicos and Middle Caicos. The event highlighted local bands, foods and culture. This year the Ports Authority entered a model racing boat, the M/V PATCI to the fleet to compete in the races. The M/V PATCI was built by Curtis Simmons, a self-described 'Saltan' with many years of experience building model sail boats and a passionate fisherman trained by the one and only Happy Jack. As part of our team building initiative, a contingent of staff members were also there to lend support. However, a medal was not forthcoming! There is always next year!





## THE NAVIGATOR

Our publication -The Navigator - is our opportunity to connect with our partners in the industry. It creates awareness of changes being made within the Ports Authority and happenings both local and international. It is an easy reference point on past matters which may have had impact on the industry. In the past year, three (3) issues were published and distributed. Topics featured in the year included:

1. Why the Global Shipping Industry is Struggling to Clean up its act
2. PATCI Delivering Crucial Port Infrastructure in the Caicos Islands
3. Improving the Ports Authority's Maintenance Regime
4. Sustainable Environmental Management
5. Secure, Safe, Resilient, Sustainable and Effective Ports
6. Famous Ships that Visited and Conducted Trade in the Turks and Caicos Islands.

## PARTNERSHIPS

The Stakeholders' Association was very active during the year. Several meetings were held to address congestion at South Dock, Providenciales. The Stakeholders' Committee was actively involved in the kick-off meeting for Phase 1 and 2 of the Redevelopment Project. The Ports Authority is committed continued engagement and coordination with the Committee during implementation of Phase 1 and 2; and appraisal of Phase 3 and 4 of the redevelopment project.

Locally, staff from the Ports Authority benefited from training and workshops sponsored by several government agencies (DECR, Agriculture Department, Airports Authority). Staff served on various government committees including the Grand Turk Cruise Sector Committee and National Maritime Oversight Committee.

Internationally, the Ports Authority benefited for technical assistance and training due to its membership in the Ports Management Association of the Caribbean (PMAC) and Association of American Port Authorities. Hon. Musgrove, Minister with responsibility for ports, along with PS Althea Been, Collector of Customs Chawa Williams and Director of Port Jones met with members of PMAC's Board during a visit to Barbados in September 2022. The Hon. Minister was presented with the Nova Port Cup for 2021, which the Ports Authority won as the best performing PMAC port for that year. Director of Ports, Delton Jones serves at the Deputy Chairman of PMAC.





*Hon. Musgrove joined by PS/ A Been, Collector of Custom/C Williams and Director of Ports D. Jones receiving Nova Port Cup from PMAC Executive Secretary Glenn Roach and Consultant Everton Walters*

The Ports Authority benefited from several training programs and technical assistance sponsored by the UK Maritime and Coastguard Agency (MCA). Staff benefited from oil spill training and the MCA funding a risk assessment of ports and internal waters of the TCI. The Action Plan emanating for the assessment was subsequently accepted by the Board of Directors to be used a basis for the work plan of Safety Division.



*Director of Ports D. Jones and colleagues (T. Joseph and H. Wilson) from the Maritime Department at the 2022 REG Conference*

The MCA also sponsored the participation of Director of Ports, Delton Jones in the annual Red Ensign Conference/Coastal State Forum which was held in Isle of Man in July, 2022. This annual conference brings together maritime officials from the UK, Overseas Territories and Crown Dependencies to discuss issues and challenges in the international and domestic maritime sectors; and actions to address them. The 2022 Conference focused on post- III Code Audit work plans and sectoral development and sustainability issues.



## FORWARD WORK PLAN 2023/24



The Ports Authority's Work Plans are aimed at achieving the results included in the Strategic Plan. During year priority would be accorded to completing current work plans, whilst introducing action plans consistent with the Strategic Plan. The key programs being prioritized are as follows:

### **GOAL 1: SECURE PORTS**

- Complete arrangements for an Independent Port Security Audit by the end of October 2022
- Implement work plans from UK/DFT and update PFSPs based on observation 2022/23 port security audit

### **GOAL 2- SECURE PORTS**

- Implementation recommendation for IALA/SIRA Risks assessment of port approaches and internal waters of the TCI
- Facilitate a revision of the Ports Authority Ordinance to take into consideration new Merchant Shipping
- Prepare Port Maintenance Policy and Plans (including port dredging) to improve safety of navigation.

### **GOAL 3 – RELIANCE PORTS**

- Implement infrastructure projects on all islands: complete ongoing projects, finalize contracts to implement projects currently being evaluated and appraise projects approved as part of 2022/23 budget
- Assess options to insure port buildings and other physical assets by the end of October 2023

- Undertake a valuation of ports authority assets by the end of September 2023
- Build staff capacity to increase their involvement in appraising and implementing capital projects in accordance and in compliance with approved procurement regulations
- Formulate infrastructure maintenance plans for all ports
- Assess options to carry out port maintenance dredging plans
- Undertake a valuation of ports authority assets

### **GOAL 4 – SUSTAINABLE PORTS**

- Implement Organizational change program with input of staff to enhance job satisfaction, productivity and build staff moral
- Implement recommendations of Organizational Restructuring consultancy over the next 3 years
- Procure Sustainable Stevedoring Services
- Roll-out PMAC Port Logistics and Data Intelligence Project to improve security over containers, measure port efficiency and increase availability of timely and accurate information to inform decision making
- Adopt the PMAC's Model Port Disaster and Emergency Management Plan
- Assess options to insure port buildings and other physical assets by the end of October 2023
- Undertake a valuation of ports authority assets by the end of September 2023

### **GOAL 5 – EFFECTIVE PARTNERSHIPS**

- Build effective working relationships with government departments and other stakeholders to promote digitalization of supply chain operations
- Undertake a survey to assess impact of Ports Authority publications





## SPONSORSHIP LETTER



### OFFICE OF THE MINISTER MINISTRY OF IMMIGRATION AND BORDER SERVICES

Three Degree Office Complex  
Airport Road, Grand Turk,  
Turks & Caicos Islands,  
British West Indies  
Tel: 1 (649) 338-2937/2982/2983  
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May 24, 2023

Mr. Tueton Williams  
Chairman  
Turks and Caicos Islands Ports Authority  
Providenciales  
Turks and Caicos Islands

Dear Mr. Williams,

#### **Sponsorship Letter – Turks and Caicos Islands Ports Authority**

This letter sets out the requirements under the regulations issued in accordance with the Public Finance Management Ordinance 2021 Revised from the Ministry of Finance, Trade and Investment to the TURKS AND CAICOS ISLANDS PORTS AUTHORITY, herein after TCIPA.

It explains how the TCIPA is expected to support the Ministry's mandate and policies, financial expectations and reporting requirements. It also sets the level of delegated authority that the body may have in terms of committing expenditures or creating liabilities. This letter does not supersede any legal requirements that the Statutory Body may have under the Public Finance Management Ordinance 2021 Revised or the TURKS AND CAICOS ISLANDS PORTS AUTHORITY ORDINANCE.

#### **Governance Requirements**

As required by regulation 146(1) of the PFMR, pursuant to section 40 of the Public Financial Management ordinance (PFMO), the Member of Cabinet who has responsibility for a Statutory Body shall issue an annual sponsorship letter to the statutory body.

The sponsorship letter under regulation 146(1) is required to —

- a) Quantify the funds, if any, that have been appropriated by the Government for the use of the Statutory Body for that financial year;



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- b) Specify, in general terms, the policies that must be followed by the Statutory Body in carrying out its functions during that financial year and the way in which it may expend its funds in doing so; and
- c) Specify any instruction that the Minister or the Governor may have, in respect of a function of the Statutory Body that should receive particular attention during that financial year.

A Statutory Body is required to commit its funds in a manner commensurate with a sponsorship letter received in accordance with regulation 146 and must not commit any of its funds in respect of a financial year until a sponsorship letter in respect of that year has been received. The PFMR further requires a Statutory Body, in its annual report for a financial year, to explain the manner in which it had carried out any instruction given in accordance with regulation 146(2) (c) and what has been achieved.

An annual Statement of Internal Control is required to be prepared and approved by each Statutory Body and submitted along with the Financial Statements of that body to be laid before the House of Assembly. In the PFMR, the expression "funds", in respect of a Statutory Body, means its assets and its income, including income received by way of investments, fees, rents, charges and other imposts and any funds appropriated to it by the Government.

### **Estimates of Expenditures**

In accordance with regulation 147(1) of the PFMR, and pursuant to section 42 of the PFMO, prior to a statutory body implementing any proposals to change existing or create new policies, projects and procedures, a business case must first be forwarded to the Governor for approval and no expenditure can be incurred by the statutory body until approval in writing has been obtained.

The business case required under regulation 147(1) must be accompanied by a copy of the Board's minutes on matters that have financial implications and —

- a) set out the rationale of the change in existing or creation of new policy;
- b) explain the level of expenditure that will be incurred;
- c) show any cost or efficiency savings associated with the revised policy; and
- d) explain how the change in policy or new policy will improve controls or mitigate risks.

This requirement applies to the following policies, procedures or projects of a Statutory Body, (save for the TCIPA in the cases where the need to maintain confidentiality or effective regulation of the sector can be demonstrated) —

- a) redeployment of staff to special activities that would otherwise mean their duties are not completed;
- b) hiring of additional staff over the approved establishment, including temporary positions to backfill any persons acting;
- c) change to the terms and conditions of staff or Board members;
- d) hiring external consultants or advisors;
- e) incurring unbudgeted expenditure in excess of \$30,000; and





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- f) capital expenditure that have not been otherwise budgeted.

### **Key Programme Strategies**

On the passage of the budget for FY2023/2024 the following key program strategies became applicable in the assessment of the full-year performance of the TCIPA:

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.

### **Human Resources**

Approval has been granted for a staff complement of 70 at a cost of \$3,342,036. There is to be no reconfiguration of roles/posts by deletion or consolidation. This would be deemed as operating in contravention to the approvals and is strictly prohibited.

### **Financial Management Responsibilities**

Please be reminded that sections 40 and 45 of the PFMO guides that no expenditure can be incurred by a statutory body except under the authority of a warrant signed by the Minister and that every member is personally and pecuniary liable for any loss incurred by the Statutory Body through an act of financial misconduct in the Statutory Body.



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### Financial expectations

As per the approved appropriation for 2023/2024, the TCIPA agrees the following targets:

Revenue	<b>\$9,484,870</b>
Employment Cost	<b>\$3,342,036</b>
Operating Cost	<b>\$2,341,337</b>
Capital Projects	<b>\$3,950,000</b>

All statutory payments for example National Insurance and National Health Insurance are to be made within the prescribed timelines.

Expenditure should not be incurred for the financial year until you have accepted the terms of this letter.

Statutory Bodies and Boards are reminded that travel and other expenses charged by members are governed by the same rules as the TCI Government.

### Additional Financial Provisions 2023/2024

In addition to the provisions and expectations outlined in preceding paragraphs, TCIPA is further expected to deliver on the following mandates of the Ministry:

- South Dock Port Redevelopment **\$11,900,000**

This forms a part of the overall project amount of \$43,747,178.

### Financial Reporting Requirements

The TCIPA shall be required to produce accurate financial management information on a monthly basis that shall not contain less than the income statements showing progress against the approved budget and a balance sheet. A copy of the financial performance reports should be forwarded to me at the end of each financial quarter.

Where for any particular month it is expected that the TCIPA income will be less than, or expenditure greater than, the approved budget for the year you should prepare a report to myself explaining the corrective measures that will be made by the Statutory Body in order to bring the budget back into balance.

In addition, the Statutory Body will be guided by section 149 (1), (3) and (4) of the Public Finance Management Regulations which states:

"(1) In accordance with section 43 of the Ordinance a Statutory Body must, in a form prescribed by the Accountant General and within fourteen days of the end of each quarter, submit to the Budget Director, a copy of its unaudited income statement —

- (a) Showing progress against budget for that quarter
- (b) Attaching the balance sheet for that quarter; and
- (c) Including an explanation of any deviations of greater than 5% against the amount budgeted for that quarter.





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"(3) Where a Statutory body is funded through a monthly subvention the information submitted in accordance with sub-regulation (1) shall also be accompanied by an explanation of any material discrepancies against the budget and the proposed action to be taken to bring the deficit back into balance.  
"

"(4) Statutory body required to remit excess expenditure shall do so in accordance with the relevant Ordinance along with a reconciliation duly signed by the Chief Executive Officer or the Chief Finance Officer of that statutory body and failure to comply with this regulation, without reasonable excuse, constitutes an offence."

ALL Statutory Bodies will be required to submit their accounts to the Auditor General in accordance with the requirements of the Ordinance. Sections 19-23 of the National Audit Office Ordinance 2021 Revised refer.

All Statutory Bodies are required to, unless notified differently, be overseen by the TCI Government's Internal Audit Functions. For those bodies with an existing internal audit team, required access will include working papers etc. Section 25 (7) and (8) of the Public Finance Management Regulations 2021 Revised refers.

In addition, the Statutory Body is required to provide a Statement on Internal Control as a part of their financial statements that clearly explains how the control environment has operated throughout the year and how the Board has received its assurances from its governance arrangements.

### **Delegations**

The Board will be required to ensure that all expenditure is authorized in accordance with your Ordinance and agreed financial procedures.

### **Risk Register**

The TCIPA shall maintain a Risk Register as a risk management tool and shall report on a quarterly basis, the levels of all risks identified; including additional information about each risk, e. g. nature of the risk and the mitigation measures taken or to be undertaken.

### **Statutory Board Review Report**

TCIPA is advised that the implementation of the recommendations emanating from the Statutory Body Review Report is an ongoing process and we note the progress that has been made so far.

Please be reminded that the TCIPA will be assessed quarterly on the progress made against the scheduled implementations and ensure that efforts are geared towards progressing individual entity recommendations, as well as any of the following priorities that may be outstanding or works-in-progress:

1. Standardization of Performance Appraisal Systems and Templates
2. Compilation of Annual Reports
3. Adoption of a Code of Practice



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#### 4. Provision of an annual Internal Control Statement (Primary Accountability Document)

##### **Transparency**

As part of the move towards greater accountability and transparency across all parts of the public sector, the TCIPA is urged to publish its budget document on its website, to host public stakeholder meetings quarterly, and to publish online summaries of its decisions and discussions. In addition, you should write to me setting out your wider plans to increase citizen engagement with the body's activities.

I would be grateful if you could confirm in writing your acceptance of this letter and provide assurance that you will comply with these requirements.

Sincerely,

*Arlington Musgrove*

**Hon. Arlington A. Musgrove**

Minister of Immigration and Border Services





# PORTS AUTHORITY APPROVED BUDGET 2022/23

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
Technical/Front Line Services	34	36	36	36	44	44	44
Administrative Support	7	8	8	7	10	10	10
Wages Staff	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>
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 III 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.				



VISION 2040 NECESSARY CONDITIONS	KEY PROGRAMME STRATEGIES 2023/24 (Aimed at improving programme performance)						
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>							
<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).</b>	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.						<p>13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</p> <p>Indicators</p> <p>13.2 Integrate climate change measures into national policies, strategies and planning</p>
<b>Gender Impact</b>							
<b>(How will this programme impact on existing and planned baseline performance with regard to gender equity, including addressing gender gaps)</b>	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.						<p>5.c</p> <p>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</p>





**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>



## Fact Sheet 2022/23

**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 2023/2024	Budget 2024/2025	Budget 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	Dredging South Caicos	600,000	570,000		
TCIPA 03/22	TCIPA	Main berth improvements Grand Turk	400,000	400,000		
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 Vehciles	30,000	30,000		
<b>Total</b>			<b>5,230,000</b>	<b>3,950,000</b>	<b>750,000</b>	<b>500,000</b>











**TURKS AND CAICOS ISLANDS PORTS AUTHORITY**

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INTELLIGENT DESIGN

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